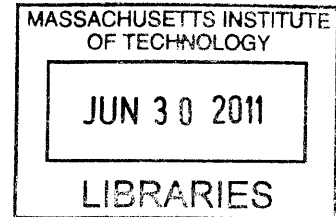


**Community and Collaboration:
New Shared Workplaces for Evolving Work Practices**

By

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Submitted to the Department of Urban Studies and Planning
in partial fulfillment of the requirements for the degree of

ARCHIVES

Master in City Planning

at the

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

June 2011

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Submitted to the Department of Urban Studies and Planning
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ABSTRACT:

The 'collaborative community workplace' is a growing type of shared, flexible workplace that has emerged in recent years in response to a growing need for productive workspaces for mobile, distributed, and independent workers and small businesses. The way work is accomplished is transforming as the economy of the United States continues to shift toward knowledge work. As corporate structures have been streamlined and an increasing amount of work outsourced, the mobile and independent workforce has grown. This trend has been complemented by a shift in work environments, which aim to better serve the needs of modern workers. Although telecommuting from home offices and 'telework' centers appeared in the 1980s, it was the wireless Internet-connected laptop and cellular telephone that truly enabled work to be accomplished anywhere, from the daily train commute to the local coffee shop. New shared workplace typologies are broadening the spectrum of alternative workplaces and offer footloose workers a professional home base and network.

Collaborative community workplaces fall into several typologies that embody unique approaches. They typically emphasize community and collaboration among independent workers and small firms, and each offers a different package of physical space, location, amenities, programming, and specialized services and equipment. As a result, these workplaces can provide a host of benefits, including enhanced productivity, efficiencies of scale, networking opportunities, social identity, and face-to-face interaction. Using data gathered through 25 site visits and over 40 interviews with space operators and tenants in three U.S. cities, this thesis characterizes these workplaces and identifies the needs they fulfill. It also develops a set of guidelines for future shared workplaces, exploring the creation of a larger, urban-scale shared workplace district, or cluster.

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Community and Collaboration: New Shared Workplaces for Evolving Work Practices

Timothy Bates

Acknowledgements

I simply would not have been able to complete this project without the help of Dennis Frenchman and Michael Joroff. The perspectives each of you provided were an immense help in refining my thoughts and directions for this thesis, and your encouragement and enthusiasm were heartening.

Thank you to all of the shared workplace operators, tenants, and stakeholders (the “interviewees”) for opening your doors, sharing your communities, and indulging my questions. Your insights and approaches are the foundation of this project.

I appreciate the comments, insights, and guidance from former coworkers (Dena Belzer, Melissa Edwards, Amanda Gehrke, and Sarah Lovell in particular) and my DUSP classmates. Thank you for talking through my ideas, asking critical questions, and providing a reality check.

Thanks to Liam Adelman, Sarah Pulver, Geoff Gaspar, Scott Effler, and Cole Couture for providing my various homes away from home while I conducted my field research, and for listening to me discuss my thesis ad nauseam.

Finally, thanks to my parents, Sue and Rick, and sisters, Wendy and Alison, for support and encouragement as I developed this project, and throughout my time at MIT.

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1 Introduction and Findings

The way work is accomplished today is transforming. Enabled by recent advances in communications technology and changing business practices, workers in knowledge-based industries have more autonomy and are increasingly able to choose different settings, places, and schedules to complete their work. To match these flexible work conditions, a variety of both formal and informal work settings have arisen to provide workers the ability to choose the environment that best suits their needs. These workspaces are operated and supported not only by companies as part of a portfolio of work settings, but also by individuals, independent firms, and city and business association programs. This results in a spectrum of work environments to match the needs of different lifestyles, life stages, industry sectors, and stages of business development. The purpose of this thesis is to explore the drivers of growing interest in shared workplaces, the history of business practices that have led us to the present day, the benefits shared workplaces can provide, and explore how shared workplaces could impact the city in the future by proposing design guidelines for an urban district, or cluster, of workplaces.

The Rise of the Collaborative Community Workplace

Work in the United States has been evolving steadily since the industrial revolution as the make-up of the country's economy has shifted away from manufacturing and resource extraction and toward service provision and knowledge work. A fundamental shift in business practices began in the latter part of the 20th century, as businesses slimmed their corporate structures and outsourced—both domestically and abroad—significant portions of their work. Driven by a desire to cut costs and boost productivity, and enabled by advances in telecommunications technology and the arrival of the

Internet-connected personal computer in the 1990s, a growing portion of the country's workers are distributed, mobile, and independent.

As work practices have changed over the past century, work environments have evolved in tandem. Businesses began experimenting with more open, flexible office formats as early as the 1960s, and over the ensuing 50 years, workplace strategists have devised numerous solutions for layouts, furniture systems, materials, and expressions of hierarchy. With a growing population of workers that could choose their workplace, distributed work options such as communications-enabled home offices and shared telework centers began to appear in the 1980s and early 1990s. Laptop computers equipped with an Internet connection truly enabled workers to work anywhere, from the hotel lobby to their train commute to the local coffee shop.

The slimming of corporate structures and rise of independent contractors has created a new class of workers that are without a professional home base, or consistent, reliable work environment and community. In response, a new cohort of shared workplaces has risen to meet the needs of these professionals. Although shared workspaces have long been a part of the workplace spectrum, this new set of spaces is focused on both enabling and actively fostering community and collaboration among workers, as well as replacing a number of benefits that corporations may no longer provide. These spaces offer a professional place to work, social interaction and identity, cost savings on shared tools and facilities, and face-to-face communication to establish and maintain relationships and networks.

This thesis introduces four collaborative workplace typologies: co-tenant arrangements, coworking, creative spaces, and hybrid approaches. Three cases are examined and reveal different approaches to providing the space, tools, and people needed to create supportive, collaborative work environments. The cases include NextSpace SF, a coworking space in San Francisco, CA; the Alliance Center, a co-tenant facility in Denver, CO; and WeWork Soho, a hybrid space in New York, NY. Three important themes emerge from the case studies: a focus on work practice (a holistic consideration of work tasks, local context, and support); diversity in means of participation, spaces to work, and industries represented; and service-based

business models, which offer more than just physical space. Major challenges include protecting privacy and intellectual property, and evaluating the actual cost impact for individuals and businesses.

In order to operationalize themes and principles into physical interventions, a schematic proposal for an urban-scale collaborative work cluster illustrates how the scope and benefits of the individual collaborative workplace can be widened to a larger scale. The cluster is intended to host individual workers, small businesses, and larger firms, emphasizing a portfolio of workplaces (to meet different needs), highly accessible locations (to capture the largest potential market), and high-amenity places that create a vibrant public realm to extend and complement productive space. The guidelines are composed of operation and design principles. The operation principles reflect the key lessons from the cases. The design principles translate these lessons into guidelines for physical form, championing connectivity within the cluster, openness and transparency, and shared amenities and facilities. They call for a multi-level site hierarchy that offers transitions from public to private space, collaborative to individual work areas, and industry group to industry group. Finally, the cluster offers the chance to recombine individual and corporate domains.

Methodology

The analysis in this thesis is based on the author's first-person research, as well as primary and secondary documents and literature review. The conclusions are fundamentally based on data and observations gathered through over 40 formal and informal stakeholder interviews and visits to 25 shared workplaces in Denver, CO, New York, NY, and San Francisco, CA, taking place between January and April 2011. The visits included a visual survey of each space's location and context, a tour of each facility, direct observation of work practices inside the space, and an interview with at least one person involved with the management of the space. Interviews typically lasted 30 to 90 minutes and were predominantly conducted in person, though several interviews and follow-ups were completed via telephone and e-mail.

The goal of the interviews was to develop a common set of shared workplace operation and design principles, as well as to identify unique approaches. Site visits were selected predominantly through the development of a shared workplace database created using Internet-based research, starting with the Coworking Wiki, an online directory and community resource.¹ From this database, the author first contacted space managers and operators to set up visits and interviews using a broad approach to ensure diverse perspectives.

Spaces Visited	Interviews Conducted
<p>San Francisco</p> <ol style="list-style-type: none"> 1. CitizenSpace 2. The Hub Soma 3. i/o – The Summit 4. Mission*Social 5. NextSpace 6. pariSoma Innovation Loft 7. The Reactor 8. RocketSpace 9. San Francisco Writers' Grotto <p>New York</p> <ol style="list-style-type: none"> 10. 3rd Ward 11. Common Spaces*† 12. Green Desk DUMBO 13. The Hive at 55 14. In Good Company 15. Metropolitan Exchange* 16. MicroOffice Broadway† 17. New Work City 18. OfficeOps† 19. Paragraph 20. Sunshine Suites TriBeCa 21. Treehouse*† 22. WeWork Soho 23. WeWork Midtown <p>Denver</p> <ol style="list-style-type: none"> 24. Alliance for Sustainable Colorado 25. The Philips Center (Urban Land Conservancy) 	<p>San Francisco</p> <ol style="list-style-type: none"> 1. April Swartz, CitizenSpace 2. CitizenSpace tenants (2) 3. Timothy Nichols, The Hub Soma 4. Paul Bragiel, i/o – The Summit 5. Desi Danganan, i/o – The Summit 6. Kristin Peterson, Mission*Social 7. Mission*Social tenants (4) 8. Rebecca Brian, NextSpace 9. Jeremy Neuner, NextSpace 10. NextSpace tenants (5) 11. Anne Gomez, pariSoma Innovation Loft 12. Mike Strasser, The Reactor 13. Duncan Logan, RocketSpace 14. Po Bronson, San Francisco Writers' Grotto 15. Ethan Watters, San Francisco Writers' Grotto 16. San Francisco Writers' Grotto tenants (2) 17. Shannon Loew, 5M/Forest City <p>New York</p> <ol style="list-style-type: none"> 18. Jessica Tom, 3rd Ward 19. April Wilson, Green Desk DUMBO 20. Daria Siegel, The Hive at 55 21. Amy Abrams, In Good Company 22. Adelaide Lancaster, In Good Company 23. Jordan Alport, Metropolitan Exchange 24. Peter Chislett, New Work City 25. Ally Collier, Paragraph 26. Caitlin McConnell, Sunshine Suites TriBeCa 27. Lauren DesRosiers, WeWork 28. Adam Neumann, WeWork <p>Denver</p> <ol style="list-style-type: none"> 29. Nichole Goodman, Alliance Center 30. Joanne Keys, Alliance Center 31. John Powers, Alliance Center 32. Chris Woldum, Alliance Center 33. Anna Zawizsa, Alliance Center 34. Alliance Center tenants (2) 35. Dace West, Denver Office of Strategic Partnerships/Denver Shared Spaces Project 36. Joshua Burdick, Urban Land Conservancy

* These are located in the same building, but are distinct workspaces.

† No interview conducted.

Most tenant interviews were selected on-site, typically after operators sent emails to their tenants to introduce the author and the project.

One important limitation of this research is that this phenomenon is rapidly evolving. Since beginning field research in January 2011, the three case study sites have already evolved in terms of their practices, offerings, physical layout, and/or tenant mix. Additionally, this thesis is not a comprehensive review of all types of shared workplaces, nor is it a complete enumeration of all issues in changing work practices (for instance, globalization and offshoring are not explicitly discussed). Instead, it aims to provide an overview, document a new phenomenon, and inspire future research questions.

Chapter Overview

Chapter 1 presents a summary of the impetus for the thesis, the methodology used, and an overview of major conclusions.

Chapter 2 discusses the evolving nature of work, including changing business, social, and city conditions that have contributed to the shift toward knowledge work. It discusses why shared workplaces are a valuable option for today's workers, and introduces contemporary shared office spaces. The chapter ends by discussing the consequences of a shift to independent work.

Chapter 3 introduces the collaborative community workplace concept. It explains the importance of community, collaboration, and networks, and outlines strategies that shared workplaces are employing to achieve them. It also discusses key characteristics of shared work typologies.

Chapter 4 details three case studies that demonstrate unique approaches to three collaborative workplace typologies (coworking, co-tenant, and hybrid), drawn from different regions of the United States. The chapter closes with a summary of major themes and lessons from the cases.

Chapter 5 introduces guidelines for an urban-scale collaborative work cluster or district. The purpose and elements of the cluster are presented, as well as guiding principles for the operation and design of such a cluster. A real-life case is used to explore how these principles might be expressed.

Chapter 6 offers final thoughts and reflections on the themes and conclusions presented in the thesis. It not only offers comments on the findings, but also suggests challenges and areas for future research.

Endnotes

- 1 See: The Coworking Wiki. <<http://wiki.coworking.info/>>.

2

The Changing Nature of Work

Work as we know it today is changing as the United States' economy continues to shift toward knowledge work. This chapter will discuss the changing business, social, and city conditions that have contributed to this ongoing change, and discuss why shared workplaces continue to be a valuable option for workers in the new economy. It will go on to describe a variety of contemporary shared space responses, and end with a comment on the consequences of flexible work arrangements.

Shifting Trends in the Ways We Work

There are numerous drivers motivating the shift in work practices that we see today, including the introduction of new technology, shifts and innovations in public policy, and changing location preferences. As the United States transitioned from a primary and secondary (goods-producing) economy to a tertiary and quaternary (service and knowledge) economy over the 20th century, it experienced a broad shift not only in economic structure, but also the physical form in which residents were living and working. Before addressing why work has changed and inspired renewed interest in shared spaces, a brief review of changing urban form of the United States since the mid-19th century is warranted.

From the Walkable City to the Edge City

Although certainly not the only factor in the evolution of American city form, transportation epochs are a useful lens and marker to interpret the changing lifestyles and preferences of the country's residents. In the early 19th century, America's cities grew during an era of walkable districts and were characterized by dense urban environments and a strong mix of uses, both vertically and horizontally. There was a strong distinction between urban

and rural, and the centers of cities were recognized as the hearts of power, wealth, and culture in their regions. Walking was the dominant mode of transportation, of course, and city streets teemed with activity.

However, as Kenneth Jackson explained in *Crabgrass Frontier: The Suburbanization of the United States* (1985), the form of large American cities was dramatically different by 1875. This time period saw the introduction of mass transport, moving beyond stage and hackney coaches to a variety of rail transit modes. With each new technology, mobility became more comfortable, could handle larger capacity and speed, and reached further out into a city's hinterland. Despite the growth of country estates and suburban dwellings, center cities—and central business districts in particular—thrived, particularly with the introduction of the electric streetcar in 1885. Combined with other technological advances (e.g. steel frame construction, the elevator, and the telephone), radial streetcar networks reinforced downtowns as the city crossroads, the most accessible areas of metropolitan regions.

Over the same time period, industrial economies and population grew in cities, and popular opinion regarding urban living began to deteriorate. Residents increasingly hoped to escape the ills and dangers of the city (e.g. noise, pollution, crowding, epidemic), even as advances were made in other areas (e.g. water supply, sanitation, and fire protection). Although mass-production of automobiles began in the early 20th century, it wasn't until the 1930s that the automobile was widely adopted, prompting a new focus on individual transportation and paved roadways. At the same time, Federal policy, such as the Home Owners' Loan Corporation (HOLC), helped push buyers out of center cities by restricting districts where loans would be approved (a practice known as redlining). In post-World War II America, the country's population continued decentralizing in search of the quintessential detached home and yard, the healthful country air, and the security of suburban living. In addition to residential dispersal, both industry and offices decentralized as well. The mid-1950s brought a marked increase in relocation of corporate headquarters predominantly from central cities to suburban locations, enabled by highway construction and automobile adoption. By 1970, suburban employment outgrew that in many of the

largest cities in the country, and by 1981, two thirds of manufacturing employment had moved to suburban locations.¹

To accommodate this outward dispersal of population, new employment clusters often grew around the interchanges of new highway networks and beltways. Addressing office space specifically, author Joel Garreau deemed these massive agglomerations of commercial space ‘edge cities’ in his 1991 book, *Edge City: Life on the New Frontier*, excoriating them for being lifeless, inauthentic, and lacking a sense of place or community.² Regardless, these areas, like Pleasanton, California, and the Massachusetts Route 128 Corridor, have many millions of square feet of office space and cannot be ignored as job centers. Robert Lang built on Garreau’s work with *Edgeless Cities: Exploring the Elusive Metropolis* in 2003. Lang argued that a new and distinct exurban typology, the ‘edgeless city,’ has emerged, and is embodied in the office parks and big-box stores that line suburban highways.³

The Evolution of the Office

Office workplaces are of particular importance because they accommodate many of the jobs in the growing service sector. By the end of 2010, services jobs accounted for over 86% of non-farm employment in the United States, up from approximately 62% in 1950. Over the same time period, primary and secondary jobs (construction, manufacturing, and resource extraction) declined correspondingly from over 38% of employment to just below 14%.⁴ Thus, not only have the locations where work occurs across a city and region context shifted, but the types of work and how we accomplish them have as well.

The transformation of office spaces has a rich history unto itself, reaching back into the 19th century. Frank Duffy, architect and workplace strategist, explained in *The New Office* (1997) that larger office buildings began appearing in the latter part of the 1800s in response to the need for coordination and control over growing primary and secondary sector industries, including manufacturing. Although various office buildings existed beforehand, it was the 20th century high-rise tower that was the iconic office prototype, becoming “the most visible index of economic activity, of

social, technological, and financial progress” (Duffy 14)⁵ as cities around the world raced to build the tallest skyscraper. The building form was enabled by new construction technology and the interplay between zoning regulations and a desire to maximize real estate value. Though early examples were built during the rail transportation epochs, the significant growth of iconic high-rise office buildings (such as New York’s Empire State Building) took place after World War I, during the age of the streetcar.

Inside (and Outside) the Office

The first moves away from traditional fixed-wall and bullpen office environments began in the second half of the 20th century. Becker and Joroff (1995) note that as early as the 1960s, businesses were exploring new ways of organizing workplaces. Early efforts included *office landscaping* (replacing fixed walls with reconfigurable panel systems) and *integrated systems furniture* (divider systems), both of which boosted space efficiency and flexibility. Some companies began experimenting with *non-territorial* office space as early as the 1970s; this was an arrangement in which individuals did not have assigned desks, but rather could move between work zones based on the tasks they had to accomplish. Early on, this was driven by the desire to boost collaborative work, but as the concept took hold in the 1980s, the driver was cost savings, particularly for companies with workers who were often out of the office.

Also in the 1980s, the universal plan office (with only one or two sizes of office, a more egalitarian and efficient use of space) appeared, as well as home-based *telecommuting*. Enabled by the personal computer connected via telephone, home-based work offered significant cost reductions for companies because it lessened the physical space needed to conduct business. By the 1990s, the *telework center* emerged to provide an out-of-the-home workplace, on a part- or full-time basis, that was typically closer to employees’ residences, not in the center city.⁶

The Evolution of the Corporation

This experimentation in office arrangement occurred as company structures also evolved. Heckscher (2007) indicates that the introduction of the simple

bureaucracy after the Civil War in the United States was spurred by a desire for greater efficiency and ability to serve developing mass markets. This bureaucracy and management style matured over the second half of the 19th century, including Frederick Taylor's search for efficiency and tight worker control (termed *systematic management*). Over time, the corporation became the new, dominant power structure, supplanting the guilds and craft associations that had existed before. Corporations continued to evolve throughout the early 20th century, with workers developing peer groups and associations in response to the increasing rigidity of their employers. The 1930s brought the realization that cooperation and a positive work culture would be beneficial, and this 'caring' and 'paternalist' structure persisted into the 1980s. Corporations began to realize that informal associations, based on loyalty, were not sufficient for the emerging knowledge-based economy. The new paradigm, the *collaborative enterprise*, was marked by attempts (and failures) to create collaborative work practices and systems.⁷

Restructuring, Outsourcing, and the 'Shamrock' Corporation

The middle of the 20th century was a time when working for a large corporation represented a career, not just a job, and offered benefits, prestige, and security. As Charles Handy put it in *The Age of Unreason* (1989), work life could almost be traced in a straight line up a company hierarchy. Corporate restructuring in the 1970s and 1980s led to cuts in full-time employment,⁸ as well as a streamlining of job titles, meaning those who survived the cuts were burdened with greater workloads. After 1990, with the influx of a variety of new technologies (e.g. personal computers, mobile telephones, and the Internet) and the country in recession, more and more workers moved to *contingent* or *alternative work arrangements* (e.g. working in jobs that are temporary, are shorter-term engagements such as contract work, or through staffing agencies). In sum, the security and benefits of the corporate world were available to a diminishing pool.⁹

Restructuring was in part a consequence of increased corporate scrutiny, and resulted in a new emphasis on delivering results, rather than providing community and long-term stability in order to garner loyalty. It also meant that as corporations outsourced work functions, they also reduced permanent staff positions. Handy describes this new model as a 'Shamrock' corporation.

The Shamrock is composed of three parts (the ‘leaves’): *core workers*, those with deep institutional knowledge and therefore the most essential to retain; *contractors*, often specialists performing important but non-core work; and the *flexible labor force*, typically less expensive part time or temporary workers.

Under this model, life for core workers remains much the same as before. For contractors, whether individuals or specialized organizations, life will be much different. Rather than being paid for their time, contractors are typically paid for work products, or results. For the flexible labor force, employment becomes a means, not an inspiration, and individuals’ loyalty, interest, and commitment must not be expected over the long term.

In *The Future of Work* (2004), Thomas Malone echoes Handy’s sentiments by also positing that businesses call upon independent workers and specialists for significant portions of their work. He proposes that these workers will be linked via work associations, like guilds, and this phenomenon will be driven by a combination of businesses’ desire for flexibility and lower technology cost barriers. Through membership dues, the guilds could provide many of the benefits that were lost with the passing of full-time employment with one organization. This situation already exists today with entities such as the Screen Actors Guild, but would be available to a much broader set of industries.¹⁰

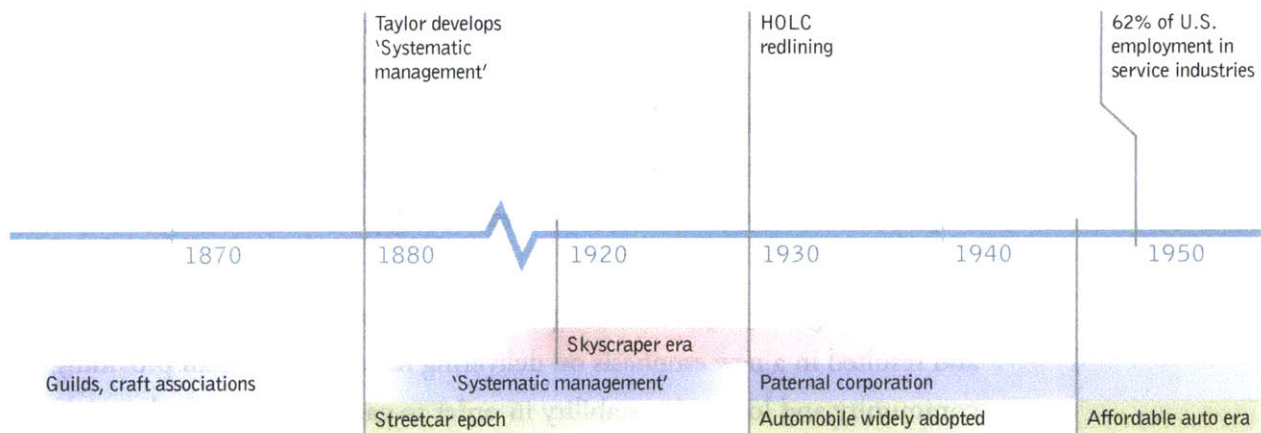


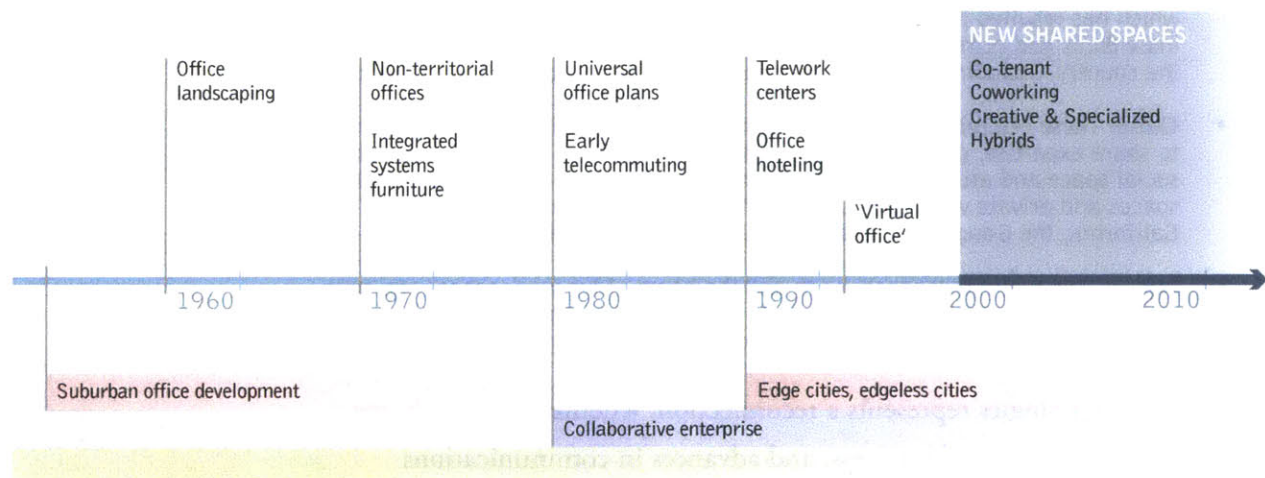
Figure 1: Timeline of Changes in Business, Transportation, and Cities.

The Work Portfolio

Handy proposed the ‘work portfolio’ as a way to understand the new work paradigm under Shamrock corporations. He proposes that rather than following single careers, individuals will develop a portfolio of experiences that, taken together, make a unique skill set. “A work portfolio is a way of describing how the different bits of work in our life fit together to form a balanced whole” (Handy 183). The portfolio is composed of work both done for pay and for free, and might include many types of work, including: wage work, fee work, home work, gift work, and studio work. As an approach, this provides individuals greater control over the types of work they do, when they do it, and the types of expertise they can leverage. This requires deliberate and entrepreneurial action on the part of individuals, and precludes the job title as a status symbol, possibly a built-in work community, and may be difficult to manage in some life stages—particularly if one has a need for stability.¹¹

Contemporary Office Responses to Knowledge Work

While the traces of the Shamrock corporation can be found across today’s corporate landscape, it is clear that the traditional model of corporate work has not disappeared. However, the shift from core to contractor



Sources: Becker and Joroff (1995), Duffy (1997), Garreau (1991), Heckscher (2007), Jackson (1985), and Lang (2003).

has begun as the number of independent contractors and small businesses providing services to larger corporations grows. In the last two decades, the development of a variety of new technologies has not only provided new tools that have enabled distributed and independent work, but also created an entirely new set of industries. These technologies and devices include, but are not limited to, the cellular telephone, Internet-connected laptops and mobile devices, e-mail and instant messaging, videoconferencing and telepresence, virtual private networking (VPN), voice-over-Internet-Protocol (VOIP) telephones, and a host of network and Internet-based applications (e.g. content management systems, 'cloud' computing, location-aware software for mobile devices, social networking).

Ross and Myerson (2006) offer a set of four 'realms' of work that are useful in understanding recent trends in office development: the Academy, the Agora, the Guild, and the Lodge. As we transition away from the traditional factory (the 'box'), these new realms represent contemporary responses to the needs of today's workers.

- **Academy:** Modeled after the dynamic environment of today's university, these use a campus model to create connected workspaces, united by an intentional, 'scripted' landscape. These are associated with cross-disciplinary collaboration and connection with external networks, including universities. The Genzyme Building, in the heart of a biotechnology cluster in the Kendall Square area of Cambridge Massachusetts, is a prime example: it is located adjacent to the Massachusetts Institute of Technology (MIT).
- **Agora:** The 'Agora' was the ancient Greek public market, a destination for commerce, trade, and civic life, and this type represents the increasing amount of knowledge work that takes place in the public realm. Much as Handy described, mobile workers can choose where and when to work, which has resulted in pulling work out of the traditional office building for individuals and companies. New ad hoc spaces exist throughout every city in the country, including coffee shops, public parks, and public transportation.
- **Guild:** These resemble guilds of the past, but bring together new professions to share expertise, gain knowledge, and build networks. They often resemble social space and attempt to create permeability between community gathering spaces and private work areas. Google's headquarters in Mountain View, California, the Googleplex, is a prime example, as is MIT's Media Lab.
- **Lodge:** This realm reconnects work and the home. Live-work spaces can save workers money and eliminate commute times, and have appeared across the country in many variations, with particular interest from artists.

Each of these typologies represents a reconnection, whether between home and work or education and business, and advances in communications technology have made each a viable work alternative.¹²

A Spectrum of Shared Workplaces

It is clear that a wide variety of interconnected factors have led us to our current ways of working, from spatial diffusion of cities to trimming of corporate hierarchies. In a time when fewer and fewer people have the security and benefits of full-time, permanent employment with a company, shared workplaces are an increasingly viable alternative for individuals and small firms. Shared workplaces are by no means a new phenomenon, however; live-work units, shared artist studios, and co-tenant arrangements have existed for centuries. However, a new generation has grown in the void created by the work and communications context of the last several decades. These complement corporate responses to changing office needs and represent a mixture of informal and dedicated workplaces.

The Promise of Shared Spaces

A growing number of individuals and small companies are choosing to use shared spaces either as interim or long-term solutions, but for many this decision results in an *increased* cost of doing business over a home office or ad hoc setting. Why have they chosen to dedicate limited resources to office space of this type? Shared spaces provide a wide variety of real and perceived benefits that translate into value for tenants. In addition, rapidly advancing technology and changing corporate structures have widened the potential market of shared space users.

A Home Base

On a fundamental level, shared workplaces offer a *home base* for work. One of the major lessons from early experimentation with home-based telework was that workers often had a difficult time adjusting to it.¹³ A shared workplace provides a professional environment, away from the distractions of home but more structured and reliable than a coffee shop, for instance. It is a place where there is room to work, a reliable Internet connection, and where individuals can be productive among peers. Workers also have the opportunity to collaborate with others on a formal and informal level. By locating in the same space as peers working in similar fields, work can

be more efficient because there is a depth of expertise located in the same physical place.

Three S's: Social, Space, Savings

Shared workplaces can serve an important social function for tenants, not just in terms of a social identity, but also informal interactions—the ‘watercooler’ effect. Tenants often get to know one another, building relationships that can translate into professional networking opportunities. These relationships are established in a physical space, which is a very important component. A shared space may or may not provide a dedicated piece of real estate (e.g. a desk or office), but tenants know that they will have room to work and be productive. These workplaces often include meeting spaces so tenants can bring clients in for work sessions. Finally, because tenants also share services, utilities, and equipment, these workplaces can provide efficiencies of scale and cost savings compared to other types of commercial office space.

Face-to-Face Communication

As new communication and computer technologies were invented and became widely adopted work tools, remote work has become a technically viable option. The numerous tools available today are diverse, ranging from the telephone to social networking websites. Nardi and Whittaker (2002) argue that while these tools can facilitate information sharing and reduce travel time and expense, they are not yet adequate substitutes for in-person exchanges. Face-to-face interaction has a deeply embedded cultural importance that no tool to date has replaced. It allows much more than just information sharing, enabling us to:

- **Establish social bonds**, through informal interaction, sharing meals, a handshake;
- **Share experiences in shared space**, creating a common foundation and language on which to build a relationship;
- **Manage attention**, using eye contact and body language; and
- **Demonstrate commitment**, by being in the same place as a person with whom we want to foster a relationship.

Network building is a place- and geography-based activity, assisted by shared experiences and nonverbal cues, and provides a foundation for sustained relationships. Even if individuals are not permanently located in the same

place, they strategically use face-to-face interaction to establish and maintain relationships.¹⁴ Storper and Venables (2004) concur, arguing that the value of co-location remains high as face-to-face contact facilitates connections and information transfer between firms and workers, builds relationships, provides formal and informal skill evaluation, and motivates workers through social and professional incentives.¹⁵ Thus, workers in shared spaces not only have greater opportunity to form new relationships with others, but also have professional space in which to host clients and create or maintain relationships.

Connecting the Public and Private

As shared workplaces appear in cities across the United States and the world, an opportunity exists to better connect workplaces into the public realm of the city. Office space has long been part of corporate strategy, but now there is an opportunity for development to reflect the fact that many workers are choosing to be productive in public or semi-public places. Although many formal shared workplaces are opening across the country, most have not pushed beyond the traditional office footprint. It is difficult to say whether this is due to lack of inspiration or awareness on the part of space operators, a lack of funding to explore building new spaces, planning and zoning restrictions in the central city locations that most spaces inhabit, a lack of understanding or false perceptions of market demand for such spaces, or that it is seen as too risky at this nascent stage of development of shared spaces. Whatever the reason, Townsend et al. (2011) posit that the coming decade may be about rethinking the single-purpose office building itself, not just its interior arrangement, and that perhaps the factors guiding workers today are social networks and mobility, not real estate.¹⁶

The Growth of an Industry

In addition to interest from workers, shared workplaces have garnered the attention of a diverse cross-section of organizations and businesses. A variety of actors have sponsored, provided in-kind gifts, and offered reduced rate services to various shared workplaces around the world. These include Google (Internet technology and advertising), Pearson (publishing), Turnstone (office furniture), and a variety of venture capital firms. Others have commissioned or authored reports on changing workplaces, future work

trends, and mobile workers, including Gartner (information technology research), Intuit (small business services), Perkins+Will (architecture and planning), and Skype (internet voice and video calling).¹⁷

Cities, universities, foundations, and nonprofits are also getting involved in developing shared workplaces, including the Denver Shared Spaces Project, the Alliance for Downtown New York, the New York City Economic Development Corporation, and Tides Foundation's NonprofitCenters Network.¹⁸ There are signs that real estate developers and property owners are learning about shared spaces, as well. Having such a diversity of participants involved in developing shared space concepts will no doubt lead to continuing innovation and growth in offerings.

Finally, specialized companies are being founded to create and operate next-generation shared workplaces. With different types of spaces, missions, leasing structures, barriers to entry, and programming for tenants, these companies are exploring how to create the most value for tenants within a viable business model. As a result, the spectrum of offerings has been rapidly expanding as space operators scramble to fill unmet demand. As options for distributed, mobile, and independent workers grow, operators are attempting to offer distinguishing features or services that will attract and retain tenants.

Contemporary Shared Spaces

Starting in the 1980s, the modern home office was one of the earliest examples of distributed work and was heralded for its convenience for parents and others needing a flexible schedule, as well as its particularly low barriers to entry. Today, all a home worker needs is room for a desk, a computer, and an Internet connection. However, home-based work presents a variety of challenges to workers, including either too little or too much time devoted to actual work, difficulty spending unbroken periods of time working alone, and the consequent social isolation. The more commonplace home-based work becomes, the clearer it is that for some individuals, it is not an ideal work environment.

The wireless Internet-enabled coffee shop is the iconic shared workspace. The patrons of these cafés are notoriously caricatured as freeloaders, spending hours in their seats and dominating the atmosphere of the establishment. This is not always the case, but some coffee shop owners and customers complain that mobile workers overstay their welcome. Workers have flocked to these places in order to escape the distractions of the home and to work in an environment where others are being productive. The coffee shop does present several fundamental issues, including the lack of personal space, privacy, a permanent physical address, a professional atmosphere, meeting rooms, and various office services and equipment.

Workers on the go have also long used a variety of other locations to accomplish their work, including public and semi-public spaces, such as parks, airports, trains, customer sites, libraries, office hotels, restaurants, and even flexible spaces within office complexes or corporate campuses. Where Internet is available, individuals can often claim space to work. However, these spaces are often not ideal for working and do not yet offer the kinds of amenities that a dedicated workplace can. Many require workers to carve out a productive work environment wherever they are, marking their space and signaling their isolation using briefcases, mobile phones, and headphones.¹⁹ The office hotel and on-site work at a customer's office perhaps come closest to providing a 'traditional' office environment, but still lack a regular cohort of workers, related social networks, and support systems that workers can utilize.

In attempt to remedy this problem, a set of dedicated work environments offers a more professional work setting, support systems, and professional development opportunities. Chapter 3 will discuss the following workplace typologies in greater detail:

- **Business incubators**, offering networking, funding opportunities, industry-specific advice;
- **Co-tenant arrangements**, in which one primary tenant sublets space to others;
- **Coworking spaces**, membership-based spaces offering multiple desk and office options, as well as professional development and collaboration opportunities;
- **Shared creative spaces** and **artist studios**;

- **Executive and shared suites**, providing shared traditional office space and (often) administrative support staff;
- **Hybrid spaces**, combining amenities and programming from several other types.

Trajectory and Market

To assess the impact and importance of shared workplaces, there are two main avenues of exploration: *growth* and *potential market*. Growth yields a sense of the scope and trajectory for shared workplaces to date, while potential market helps establish target populations for future growth. More than simple demographics, the value of a shared workplace depends on the individual needs of each worker. Although shared spaces have appealed to particular industry sectors (such as technology and nonprofit organizations) and demographics based on work setting needs and lifestyle preferences, workers in a much wider set of industries may be able to take advantage of them.

Tracking growth in shared spaces is difficult due to the lack of a central organizing body within the industry. There have been several surveys and projects that provide discrete insights into the field and can serve as loose proxies for the growing interest in shared spaces. Deskmag and Technical University of Berlin recently completed their First Global Coworking Survey in early 2011, yielding one of the first looks at global coworking space characteristics and their tenants. DeskWanted.com, a shared space directory run in partnership with Deskmag, reports over 700 coworking listings globally by the end of February 2011. North America had 342 spaces, while Europe had 281. Between October 2010 and February 2011 alone, the number of spaces grew 16% and 19% (respectively) in each area. The four largest cities were Berlin, London, New York, and San Francisco, each with over 15 spaces.²⁰

Another vector of growth is the NonprofitCenters Network (NCN), a worldwide community and resource for multi-tenant nonprofit centers, sponsored by the Tides Foundation. Based on the NCN online member directory, over half of listed centers were established since 2000, and the total number of listings has grown 37% over the last five years.²¹ Unfortunately,

it is likely that this listing does not capture centers that have closed, nor does it encompass all shared workplaces of this type, so these statistics are not conclusive metrics or representations of long-term trends. Further, there is great diversity among members of the NCN, some of which may not be traditional shared office spaces, but it remains a useful glimpse into the scope and breadth of shared workplaces.

Precisely defining the extent of the potential market for shared workplaces is also challenging due to the breadth of potential industries. However, it is valuable to provide a starting point to understand the potential impact of shared workplaces. The Intuit 2020 Report, produced by Intuit, Inc. and Emergent Research (2010), projects that by the year 2020, over 40% of workers will be 'free agents,' which they define as "freelancers, temps, part-time workers, contractors and other specialists,"²² as compared to about 31% in 2009.²³ While these statistics begin to describe a growing potential market, they are not necessarily representative of a cohort of workers that can actually use a shared workplace.

One approach to characterizing this cohort is to analyze various national employment data sources to try to quantify workers in relevant industries. The U.S. Census Bureau and Bureau of Labor Statistics (BLS) produce several datasets of interest, including Census Nonemployer Statistics (which quantifies sole-proprietorships) and the BLS Current Population Survey (CPS). In order to analyze these datasets, it is necessary to define a set of industry sectors that may be 'compatible' with a shared work environment. After narrowing the scope of analysis to service-providing (tertiary and quaternary) jobs²⁴ and applying a broad conceptualization of current and potential users of shared office spaces, appropriate industrial classifications for shared space workers include professional and business services, financial activities, and information.²⁵

Bureau of Labor Statistics Current Population Survey

The BLS produces CPS national estimates based on a monthly survey of 60,000 households. CPS data reveals that in 2010, 20.8% of non-farm jobs in the county were in shared space 'compatible' industries, significantly less than the 86.3% (112,064,000) that were in all service industries. While

compatible industries represent over one fifth of non-farm jobs in the country, they only represented 14.1% in 1950.²⁶ See Figures 2 and 3 for more detail.

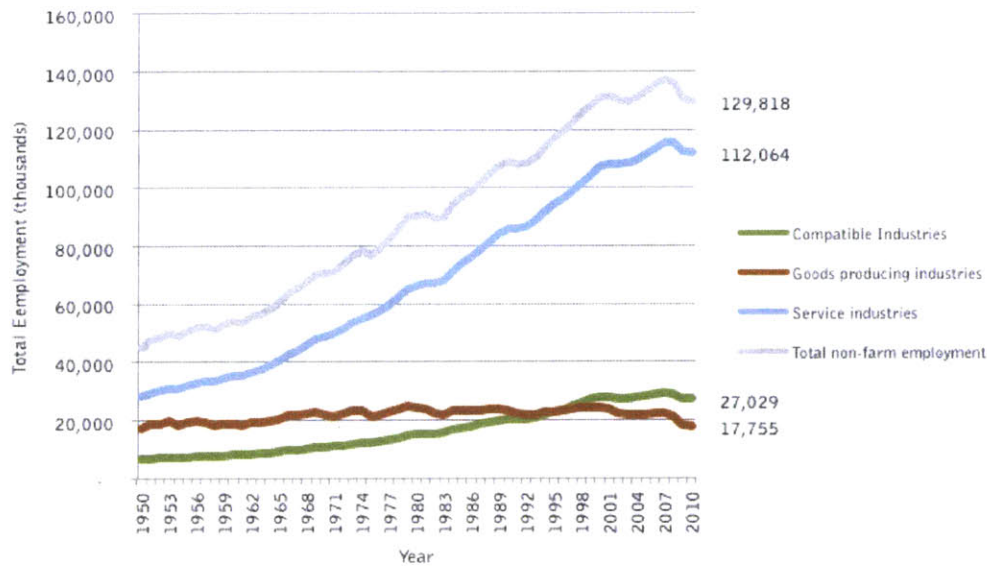


Figure 2: U.S. Non-Farm Employment (in thousands). Source: Bureau of Labor Statistics.

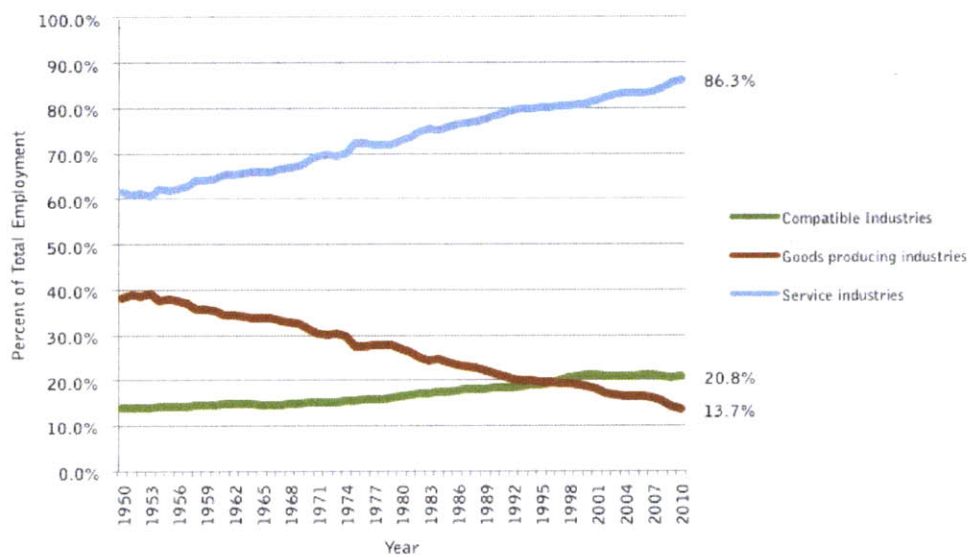


Figure 3: Proportion of U.S. Non-Farm Employment. Source: Bureau of Labor Statistics.

The BLS also produces a variety of statistical abstracts based on the CPS, including an infrequent report entitled *Contingent and Alternative Employment Arrangements*. Last published in 2005, this report provides estimates of individuals with temporary employment or work arrangements that they do not expect to last. The report estimates that in 2005, 7.4% (10.3 million workers) of the workforce worked as an independent contractor, up from 6.4% in 2001. However, when considering only shared space compatible industries as defined earlier, this number drops to 2.5% of total employment in 2005, or just over 3,485,000 jobs.²⁷

Census Nonemployer Statistics

The Nonemployer statistics provide a snapshot of small-business activity. This dataset quantifies businesses that do not have paid employees, most of which are actually self-employed individuals operating unincorporated businesses. In 2008, the most recent year available, there were over eight million nonemployer establishments in shared space compatible industries, representing nearly 38% of nonemployers in all industries taken together.²⁸

No Comprehensive Picture

The ‘compatible’ industry grouping is not a precise categorization, but nevertheless provides a starting point to spark discussion. None of these data sources can capture the true potential for shared workplaces, however, because they do not reflect the growing number of workers who have flexible work arrangements, whether or not they are full time employees with a company. Some of the data is not released at a geographically specific level, so one cannot definitively comment on the spatial distribution or concentration of these workers. Finally, even if the compatible industry categorization is an accurate measure, it only indicates total employment, not the true economic impact (such as earnings or fees for services rendered).

Consequences of a Shift to Independent Work

While independent and mobile workers may have the benefit of choosing where, and perhaps when, they work, there are a number of downsides to recent the changes in corporate structure that are driving the need for shared

workplaces. Handy remarks that work can provide purpose, pattern and people, but independent workers may not get these without a workplace. If corporations are no longer looking after workers, it must be asked: who is? In fact, much of the risk and burden of doing business is shifted to individuals. Not only do they lose a physical place to work, but they also will likely have to bear the additional cost of renting a workspace. They will likely also lose benefits such as paid time off, sick days, health insurance, retirement plans, and other fringe benefits. Further, independent contractors are often paid on a project-basis, rather than a time-spent basis, thereby shifting the risk of cost overruns to the worker, rather than the corporation.

Thus, Garsten (2008) remarks that the new ‘workplace vagabond’ may be more empowered, but therefore must be better prepared, ready to adapt, and actively reflective in crafting a work portfolio and preparing for future challenges. Without a corporate home, the individual bears a greater regulation burden, such as the onus of tax collection.²⁹ The corporate organization has retreated, in Handy’s view, because it is simply more expensive. However, while some new ‘self-sufficient’ workers may choose this working style, others will be forced into it. Either way, workers lose the status, identity, and space that come with a corporate home.

Finally, if corporations no longer provide and operate workspaces, which entity will assume this role? To date, a diverse set of stakeholders have moved into the shared workplace arena, but as we will see later, a pure ‘real estate’ model (in which an operator simply provides space) does not generate maximum benefit for workers. Modern shared spaces are actively managed and membership is cultivated. As the number of independent and mobile workers grows, perhaps the shared workplace becomes akin to city infrastructure, a new piece of urban fabric that is necessary for healthy, vibrant places and economies.

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3 The Collaborative Community Workplace

Within the spectrum of shared workplaces, a cohort of contemporary examples demonstrate that the nascent industry has moved beyond simply offering space to providing a suite of tools and cultivating a workplace culture. This cohort is experimenting with ways to foster both community and collaboration among workers as a strategy to add value for tenants, replace lost benefits, reduce turnover, and ultimately create a viable business model. This chapter explains why collaboration, community, and networks are important, and outlines strategies that shared workplaces are employing to achieve them.

Collaboration, Community, and Networks

Work strategists identify trust, agility, and efficiency as prime concerns for 21st century work, and the collaborative community workplace can provide the environment and framework in which these can develop. Community and collaboration are workplace buzzwords today, but are not new concepts. Human societies have long formed groups and associations based on shared interests and goals, and have often worked together, but there is a renewed interest in how these concepts may be used more deliberately in the workplace to increase productivity. Although they are strongly connected, community and collaboration are in fact distinct and do not always come hand-in-hand.

Workplace Community

A workplace community connotes not just a shared profession, but also shared goals, interests, and attitudes. Workers are united both by the work they are doing and the relationships they have formed. Communities can exist at a variety of scales and geographies, from as small as a specific office or

working group to as large as a city, state, or country. At the workplace level, a community fulfills an important need for social interaction, but can be difficult to create.

Naylor et al. (1996) describe ten characteristics of successful workplace communities, and although these were ostensibly intended to address community among workers at the same firm, many of these tenets might apply to shared workplaces as well: (1) a shared vision for the future, (2) common values and objectives, (3) defined community boundaries, (4) empowerment through shared decision-making, (5) shared responsibility, (6) personal growth and development, (7) conflict resolution and agility, (8) education and training, (9) feedback and evaluation, and (10) friendship. The most important characteristic, they argue, is a common vision, whether about raising profit margins or creating a productive, open workplace. This vision may naturally be connected to shared values and a sense of belonging that is developed through cooperation, trust, and empathy. Taken together, these elements demonstrate a spirit of shared values and objectives, shared responsibility and initiative, knowledge building (both individual and institutional), and ultimately collaboration.¹

Weisbord (2004) observes that effective team building occurs over a long period of time—years in some cases—based on trust, motivation, and commitment shared between members. Group dynamics and relationships form an important part of collaborative work. In the context of teamwork, workers need to feel that they belong and are valued, that they are doing important work, that they have power and control, and that they are able to expand their skills.² While community (and the personal relationships and group dynamics that it gives rise to) may not be a prerequisite for collaboration per se, it is an excellent foundation for generating other necessary elements of collaboration.

Workplace Collaboration

Simply put, collaboration is working together. It is an iterative process that involves sharing information, discussion, and negotiation, with the goal of producing or creating something—a new product, service, or process, for

example. Through collaboration, individuals can advance shared goals and objectives. Collaboration takes place with different depths and lengths of engagement. It can be a serendipitous interaction, spurred by an informal or chance meeting. It can be initiated through an intermediary, such as a mutual friend or contact, or it can be a deeply engrained working style that permeates a group's ethos as a core value or practice. It can be a simple exchange of information, such as a business reference or software tip, or a short-term project. Collaboration can also occur over extended periods through both formal and informal relationships.

Marshall (1995) proposes that next century workplaces must make better use of resources, be able to adapt quickly, behave less like a bureaucracy, and ultimately raise productivity. He claims that workplace culture is one key way to tackle these challenges because it can set work styles and shared values, establish quality standards, and define expectations. Marshall believes that collaboration, not hierarchy, should be the organizing principle for the new workplace. In his view, collaboration is not just a technique to be employed, it is a new workplace ethic that forms the basis for action. He suggests seven core values of collaboration: (1) respect, (2) honor and integrity, (3) ownership and alignment of vision, (4) group consensus, (5) full responsibility and accountability, (6) trust-based relationships, (7) recognition and growth. Many of these values are also reflected in the characteristics of creating community. The benefits of a collaborative approach are many, including faster, principles-based decision-making; a better ability to focus on products and services; greater accountability and responsibility; reduced conflict through open communications; and greater passion and pride in the work.³

It seems clear that collaboration has the power to not only provide a more fulfilling experience for workers, but also generate positive productivity impacts for businesses. However, it was not until the 1970s that companies began reconsidering their internal bureaucracies and creating work teams. The practice grew through the 1980s and spawned new techniques and processes that seem second-nature to today's workers: group brainstorming, joint task and project prioritization, and even using collaboration tools like whiteboards and easels. It was in the 1990s that a more significant change

occurred: collaboration began occurring between individuals from different backgrounds and with distinct skillsets.⁴

Transitioning to a ‘collaborative enterprise’ is not easy, notes Heckscher (2007). The notion that we should work together stands in opposition to both modernist individualism and traditional social order based on loyalty and duty. To be successful, workers at all levels must believe that a deliberately collaborative process is the best way to achieve shared goals. Even as collaboration becomes accepted as a societal good, restructuring the workplace to accommodate it may initially come at a price, particularly for individuals outside the core. Heckscher also comments on a related concept, the ‘collaborative career,’ reminiscent of Handy’s work portfolio.⁵ He agrees that there is a growing sense that young workers are being encouraged to be more entrepreneurial in their careers and responsible for the skills and training they develop, as well as play a greater role in weaving their own safety nets. Human costs during the transition from the bureaucratic to the collaborative model are a possibility, and society may fear the change as businesses and individuals experiment with how best to implement collaboration.⁶

Networks and Communities of Practice

One of the main purposes of forming a collaborative community workplace is the creation of social and professional networks. Networks are critical for the success of individual entrepreneurs and small businesses. DeBresson and Ames (1991) explain that networks are important for innovation, and today this appears even more important as work fragments. They describe a network as a loose and ‘decomposable’ system that involves multiple interacting members to produce linkages and relationships, both within and across industries. Individuals establish networks and build shared knowledge through these relationships. Networks ease the flow of information among organizations, help innovators share risks, provide flexibility, and result from an expectation of mutual gains for participants.⁷

Although not all networks are based in a local geography, those that are can benefit from a shared talent pool, shared social identity, shared suppliers and

technologies, shared professional development opportunities, public goods, informal communication, and trust, all sustained through local interactions. Particularly for small firms and new start-ups, close physical proximity enables businesses to capitalize on these benefits, DeBresson and Amesse explain.⁸ It is clear that networks are inextricably linked to the function of industry clusters.

The *community of practice* is a way to conceptually combine networks, community, and collaboration. Wenger (2000) explains that these are social learning systems composed of participants from an industry, region, or consortium. In order to participate, individuals and organizations must demonstrate the ability to contribute to the community's understanding, build trust as a mutual partner, and be conversant in a 'shared repertoire' of language, routines, tools, and so on. Communities of practice are built through:

- **Events:** formal and informal meetings, presentations and guest speakers.
- **Leadership:** leaders, networkers, and pioneers setting the course.
- **Connectivity:** fostering relationships and communication between participants.
- **Membership:** determining appropriate boundaries of membership.
- **Learning projects:** exploring gaps in community knowledge, assessing practices.
- **Artifacts:** producing and evaluating the tools needed by the community.

Boundaries between communities of practice can provide fruitful interactions, particularly as participants bridge two communities. The duration, depth, and types of interactions vary from visits and discussions to forming new practice areas, sharing processes, and expanding discourses. Boundary crossing can occur both across industries and within organizations; many organizations can benefit from communities of practice by creating multidisciplinary project teams. The community of practice can also help create identities, with each individual participating in multiple communities of practice to different degrees (yet again reminiscent of Handy's work portfolio). The identity is based on shared experiences, commitments, and linkages between practices. Ultimately, Wenger predicts the community

of practice will grow in importance in the knowledge-based economy, particularly in forming new ideas, rather than just improving processes.⁹

The collaborative community workplace seeks to create community and foster collaboration as a means to develop the networks and communities of practice that will help form identities for workers, provide a means for developing innovative products and processes, offer knowledge-building opportunities, and ultimately increase workers' productivity and effectiveness. Moreover, these benefits are enhanced by local agglomeration or clustering. By physically co-locating workers, the collaborative community workplace can accelerate the development of these networks and relationships, as well as enable a wider variety of individuals and small businesses to launch successful independent enterprises.

The Strategy: Space, Tools, and People

Community and collaboration are not new concepts, but their combined and explicit application in the workplace is a more recent development. Interest in them is driven by the same factors that have led to increasing interest in shared workplaces. Many contemporary shared workplaces deliberately focus on community, collaboration, or both, and are exploring a variety of physical, virtual, and conceptual techniques to foster them among tenants. Shared workplaces offer a standard suite of benefits, but a collaborative community can enhance tenant value. Major areas of intervention include space management, programming and events, physical design, and location decisions. The following sections will provide an overview of the techniques and approaches being employed by shared workplaces today. These can be grouped into three main strategy areas: the space, the tools, and the people.¹⁰

The Space

As indicated in Chapter 2, each shared workplace offers a professional home base, first and foremost. It provides tenants with amenities such as shared work areas, meeting rooms, kitchens, and other specialized facilities, and costs are spread over many users. Some spaces boast environmental and

sustainability credentials, such as renewable materials and carbon-free energy block purchasing. Many offer design features that help enable informal interactions, using open-format spaces and emphasizing visibility, as well as strategically locating conference rooms, meeting spaces, and informal lounge areas to ensure that tenants move throughout the workspace and have a chance to encounter one another.

The location of shared workplaces tends to be very deliberate, just as with any business, though each may have different decision criteria. The vast majority of workplaces indicated that both accessibility and local amenities are important, and local and regional transportation connectivity (both transit and automobile infrastructure) emerged as a critical factor. Less conclusive, but still apparent, is the influence of local professional networks and clientele. For example, in San Francisco, this appears to have contributed to a strong spatial concentration of shared workplaces by neighborhood, but location was no doubt also influenced by rent prices and accessibility. Although all sites visited were characteristically urban, many were also located in or adjacent to important office locations—such as San Francisco’s Financial District and South of Market areas, or Midtown through Downtown Manhattan—but typically not in the highest rent office districts.

The Tools

In addition to the physical space itself, shared workplaces offer tenants shared physical assets, services, knowledge-building opportunities, and promotional tools. Physical assets may include equipment, such as multifunction printer/copier/scanner/fax machines, coffee machines, easels and whiteboards, or specialized equipment, such as jewelry making or woodworking tools. Shared spaces are often equipped with the necessary conference room amenities like projectors, speakerphones, and videoconferencing tools. Services virtually always include a commercial-class Internet connection, but less frequently include telephony. Some spaces are experimenting with online ‘member portals,’ places for tenants and operators to manage the shared workplace experience: reporting problems, paying bills, and even participating in a virtual community.

Another tier of tools enhances the personal and professional development of tenants. Many shared workplaces offer knowledge-building opportunities, such as brown-bag lunches, skills exchanges, special events, and working groups. These may be focused within the space, but often bring in relevant speakers, collaborators, and other interested parties from outside the workplace community. Many spaces also offer marketing and awareness tools, such as newsletters and website profiles, though it is unclear how important this impact is thus far.

The People

Finally, shared workplaces offer fellow mobile, independent, and small business workers the chance to share a work experience and community with others in a similar situation. Spaces may or may not attempt to shape the tenant mix around a shared vision, mission, theme, or even geography (e.g. social enterprise, creative professionals, international development, or community-based services). All provide a built-in set of collaborators, however, and over time can offer powerful networking opportunities, both within the space and through tenants' individual connections. Networking is often enhanced through industry meet-ups and events, usually held in the shared workplace, serving to raise the visibility of both tenants and the space itself. Some workplaces have managed to cultivate an image or brand in the community, further enhancing value for independent workers.

From architecture and design to real estate consulting, environmental engineering to practicing lawyers, social enterprise to management consulting, and photographers to jewelers, users of shared workplaces come from a variety of industries, demographic groups, and work arrangements. Many are independent contractors, but some are operating as the 'satellite office' for a company. Others have their entire small business of one to six employees located in a shared workplace. Organizations run the gamut from web services and app developer start-ups to nonprofit social-mission organizations and community groups. Based on current shared workplace users, it is clear that there is great potential for shared workplaces. All can reap the benefits of a professional environment, reduced social isolation, and efficiencies of scale.

Space Typologies

Approaches to shared workplaces can be generalized into several typologies, each belonging to one of two groups: (1) those focused on creating collaboration and community for a broad base of tenants, and (2) other, ‘standard’ spaces that either do not offer the same collaborative benefit or that have high barriers to entry (such as tenant screening policies). While these are not wholly distinct groups, it is useful to distinguish among the typologies based on their intent and how easily an independent professional or small business can make use of them.

Co-tenant

The co-tenant typology, in which one primary tenant leases or owns a unit or building and sublets part of it to other individuals and organizations, has existed for many years. This type has not always emphasized collaboration among tenants, and while there are many examples that still do not, a new set of spaces have appeared in recent years that aim to capture the benefits of

Collaboration and Community Focused Spaces		Example
Co-tenant	One primary tenant with one or more subletter Often work in related industries or have related missions	Alliance Center, Mission*Social
Coworking	Flexible, membership-based collaborative community spaces Diverse membership options to accommodate many needs	NextSpace SF, The Hive at 55
Creative	Creative spaces and artist studios Often include specialized equipment or facilities	3rd Ward, The Grotto
Hybrid	Combines amenities and programming from several types May include innovative facilities or combinations of activities	WeWork Soho, i/o Labs
Standard Shared Spaces		Example
Executive suite	Full time, hoteling, and hotdesk offices Provides a ‘big business’ front, shared administrative staff Not focused on collaboration and connecting individuals	Regus
Incubator	Business development, networking, and funding guidance High barriers to entry with limited numbers of tenants Not a long-term office solution	(Numerous)

collaboration. As a business model, this provides the host tenant additional income and may provide subletters with significant savings over individual accommodations. Some spaces began with a real estate-oriented model, meaning that the primary objective is providing space, and secondary objectives may include cost savings and tenant-related programming. Others started with the intention to grow a supportive community. The size of co-tenant spaces varies, from as small as a single unit up to as large as an entire building. Spaces also vary in their provision of tools to tenants: most offer equipment and services, but some neglect the personal and professional development aspect.

The model may lend itself to small organizations more than individual workers, and the space may be divided into individual offices or suites of varying sizes, but co-tenant arrangements can nevertheless provide highly collaborative environments and strong communities. It has proven flexible enough to support both city center and community-based locations, as well as for-profit and nonprofit tenants and operators. At its best, the model can cultivate not only a collaborative environment, but also a supportive one. Chapter 4 provides a case study on the Alliance Center, a shared workplace in Denver operated under a co-tenant model by the Alliance for Sustainable Colorado.

Coworking

Coworking is a shared space typology that began in the 2000s and has rapidly spread across the world over the past decade. These spaces originally aimed to serve independent and mobile workers, but they have since expanded scope and easily house small businesses, typically of up to six on-site employees. As a business model, coworking spaces are oriented toward providing a service, not just physical space and shared tools. Space operators and ‘members’ subscribe to a set of shared values: collaboration, openness, community, accessibility, and sustainability. Unsurprisingly, there are many approaches to implementing the model. Some coworking spaces are organized around a mission, theme, or industry group, while others are deliberately ‘open,’ believing that a more diverse group of workers brings more opportunity for collaboration and a more diverse community. Most offer a variety

of networking and business development opportunities, educational opportunities, and both professional and community-building events. Some spaces have ‘hosts,’ who are staff members charged with being community coordinators and ensuring that operations stay on track.

The physical space and tools have an important role in supporting the ‘people’ factors, of course. Accessibility is extremely important for most spaces, and as a result most are located in city center locations. This typically has the added benefit of being situated among a variety of shopping, services, and eating and drinking establishments. The size of coworking spaces also varies from as small as several thousand square feet to as large as an entire building, but most spaces are less than 10,000 square feet. Many early spaces utilized an open bullpen model with hotdesking, or desks that are available on a first-come, first-served basis. However, newer spaces often include reserved desks and offices in order to accommodate diverse space needs. All of the traditional office facilities are shared among members. A case study on NextSpace SF, a ‘next-generation’ coworking space in San Francisco, follows in Chapter 4.

Creative

Creative spaces are a new take on the shared artist studio. Like traditional creative spaces, these offer specialized spaces and diverse tools to users. These may include commercial kitchens, large-format plotters, staging areas, wood and metalworking studios, and display space. Depending on the type of creative space, some might have significantly higher square footage requirements to house equipment and user materials, while others may be much more like traditional office space, like writers’ workshops. However, like the other typologies, these also include a people component. Users benefit not only from social interaction in what might otherwise be isolating pursuits, but also the opportunity to participate in events and skills development activities. They also can test ideas with other like-minded people.¹¹

Hybrids

Cambridge Innovation Center	Large building (55,000 square feet) adjacent to MIT, includes incubator, private office, and coworking space; offers shared services, facilities, and venture capital; has flexible lease terms; and is a community of tech-focused start-ups.
i/o Labs & The Summit Café	Technology start-up incubator, coworking space, and café (The Summit) created by venture capital firm in San Francisco's Mission District; provides funding, mentorship, and a 'public living room' in one place. Public and private are separated.
Green Desk DUMBO	Office building with sustainability credentials, located in Brooklyn's DUMBO neighborhood. Provides private and shared office suites and small, ground-floor retail spaces.
WeWork Soho	"Super hybrid" office building in Manhattan, offers private and shared suites, coworking, incubator space, and a café is set to open in 2011. Currently developing an online management and networking tool for members. See Chapter 4 for full case study.

Hybrid

The final collaborative typology is a multifaceted group of workspaces that combine features from several other collaborative community typologies. The key element of these spaces is that they provide a variety of options for tenants and may have special or innovative features and services. These may include web tools, job matching, and non-office uses in the same building. Hybrids include some of the newest and most experimental shared workplaces. For some, it remains unclear which parts of these experiments will ultimately be successful. The third and final shared workplace case study profiles WeWork Soho, a hybrid workplace in New York.

Standard Shared Spaces

Although both executive suites and incubator spaces are time-tested options that fulfill the needs of a certain clientele, they do not serve the same objectives and values as modern collaborative community workplaces. Executive suites provide an infrastructure and administrative service backbone for small businesses and help them project a 'big business' professional image. Regus, a large and long-standing executive suites operator that claims 400,000 daily users in locations across the world, appears to be trying to offer everything to everyone: from conference rooms to

hotdesking to full-time offices. Receptionists will even answer office phones in the name of the tenant. For shared spaces, their model is to be a part-time solution for frequent travelers, an alternative to the airport lounge and hotel room,¹² but not to be a home base and community.

On the other hand, a business incubator functions much like the collaborative typologies, offering more than just space and reception services for start-up companies. In fact, the main purpose of many business incubators is to provide industry-specific guidance and business advice, introductions to potential partners, networking connections, and matches with venture funds or loans. Some incubators deliberately co-locate participants in their programs to provide collaboration opportunities. The issue is not that collaboration is not a central goal, but that most incubators have significant barriers to entry. These might include specific industry foci, business development stage, or probability of success, and most incubators require prospective tenants to apply. Further, incubators are not intended to be long term office solutions, while the collaborative typologies benefit by having longstanding members.

Endnotes

- 1 Naylor, Thomas H., and William H. Willimon. "The Search for Community in the Workplace." *Business & Society Review* (00453609) 97 (1996) : 42. Print.
- 2 Weisbord, Marvin Ross. *Productive Workplaces Revisited: Dignity, Meaning, and Community in the 21st Century*. 2nd ed. San Francisco: Jossey-Bass, 2004. Print.
- 3 Marshall, Edward M. *Transforming the Way We Work: The Power of the Collaborative Workplace*. New York: American Management Association, 1995. Print.
- 4 Heckscher, Charles C. *The Collaborative Enterprise: Managing Speed and Complexity in Knowledge-Based Businesses*. New Haven: Yale University Press, 2007. Print.
- 5 See Chapter 2.
- 6 Heckscher, 2007.
- 7 DeBresson, Chris, and Fernand Amessee. "Networks of Innovators: A Review and Introduction to the Issue." *Research Policy* 20.5 (1991) : 363-379. Print.

- 8 See Chapter 5 for an explanation of how collaborative workplaces are related to, and fit within, Michael Porter's conception of an industrial cluster.
- 9 Wenger, Etienne. "Communities of Practice and Social Learning Systems." *Organization* 7.2 (2000) : 225-246.
- 10 Thanks to Rebecca Brian and Jeremy Neuner of NextSpace for identifying these three areas.
- 11 For more reading, see this commentary by Po Bronson, co-founder of the San Francisco Writers' Grotto: Bronson, Po. "Do Writers Need Community?" Web. 18 Jan 2011. <http://www.pobronson.com/do_writers_need_community.htm>.
- 12 "Regus | Serviced Office Space for Rent." Web. 6 Apr 2011. <<http://www.regus.com/offices/options/default.htm#menuOne>>.

4

Case Studies

To illustrate how the collaborative community workplace concept works in practice, this chapter describes three cases, each with a distinct approach to providing space, tools, and people that create value for their tenants. The cases were selected to represent different typologies; distinct themes, goals, and approaches; and different regions of the United States. The main themes and lessons from the case studies are summarized at the close of the chapter.

1. Coworking: NextSpace SF. NextSpace is a coworking space located in the heart of San Francisco's central business district. It builds on the traditional coworking tenets, augmenting the model by adding dedicated desks and private offices. As a hosted space, staff members are tasked with cultivating community through events, training, networking, and group outings.

2. Co-tenant: The Alliance Center. The Alliance Center is a shared office building for sustainability nonprofits working in Denver. The Alliance for Sustainable Colorado is both the owner and a tenant, and believes that organizing tenant mix around a theme helps foster collaboration. The Center offers an environmentally sustainable setting at below market rent for 38 tenants, all of which are working to advance sustainability issues and implement policy change.

3. Hybrid: WeWork Soho. WeWork operates several hybrid shared workplaces in Manhattan, but the Soho location is the most established. The entire building is organized into multiple work zones, including small private and shared suites, a coworking 'lounge,' and an incubator space. Glass-enclosed suites and a custom social networking and management dashboard help foster awareness and collaboration.

Case 1: NextSpace SF

NextSpace SF

28 2nd Street

San Francisco, CA 94105

NextSpace Quick Profile

Year founded	2010	
Typology	Next-Generation Coworking	
Theme	None/Diverse	
Hosted	Yes	
Space management	1.5 employees	
Size of space	3,700 square feet (adding additional floor Summer 2011)	
Location type	Central Business District	
Amenity level	Very High	Restaurants, shops, services in immediate vicinity
Accessibility	Very High	Regional rail (BART – 4 lines) Local rail (Muni – 7 lines) Bus (13 routes)
Membership and costs	75 active members	18.7% Virtual @ \$50/mo 56.0% Hotdesking @ \$235/mo+ 9.3% Dedicated desk @ \$475/mo+ 16.0% Office @ \$1545/mo+

The Concept

NextSpace SF is a coworking space located in the heart of San Francisco's business district. It is situated at the seam between the city's traditional financial district and the more technology- and startup-oriented South of Market (SoMa) district. The space was opened in 2010 as a companion to NextSpace's original, larger location in Santa Cruz, about an hour and a half south of San Francisco. The founders, a former mayor and an economic development director of Santa Cruz started the company in October 2008 as a way to grow the local economy. Their aim was to provide a workspace where individuals and companies in many industries and from many backgrounds could take part in a collaborative work community. Today, tenants from numerous industries, from environmental consulting to computer programming, are members of NextSpace.

Operations

NextSpace is an actively managed, hosted workspace that accepts tenants with compatible work styles from any industry. Space users are called ‘members’ because they do not sign a lease, but rather pay membership fees to participate in the community and gain access to the workspace—24 hours a day, seven days a week. Members are only required to commit to a month-by-month term. This openness, combined with flexible membership terms and inexpensive rates, results in few barriers to entry for prospective members. Although the standard membership commitment is monthly, actual terms vary significantly. Nearly half of members take advantage of the option to create custom-tailored terms, such as discounts for longer membership terms. Daily space management includes connecting members and projects, planning and coordinating recurring and special events, and dealing with maintenance issues.

Staffing

With just one full-time employee in San Francisco, an extremely lean staff runs NextSpace, both in daily operations and at the corporate level. The one full-time employee in San Francisco is a co-founder and serves as the ‘host,’ as noted in Chapter 3. The host’s job involves more than just ensuring smooth operation of the space; more importantly, the role is to be a social connector, the person that keeps track of what members are working on and provides introductions where there might be an opportunity for collaboration. This is an important way in which NextSpace works to create additional real and perceived value for members. No doubt due in part to lean staffing, NextSpace is able to cover operational costs with member dues, rather than grants or other external funding.

Membership Levels

NextSpace offers three main levels of membership at their San Francisco location: Café, Workstation, and Office. Each level corresponds with access to a different kind of workspace, but all provide the same package of benefits otherwise. Café membership grants use of any space in the shared areas, but members are not allowed to reserve a particular spot or leave their belongings overnight. As described in Chapter 3, this arrangement is known

as hotdesking. Unlike some collaborative workspaces, NextSpace does not offer secure storage (e.g. lockers) for hotdesk members. At the next level, Workstation members have dedicated desks that include secure storage and allow them to leave their belongings. The final membership tier is Office, which are private offices that are ideal for small firms that want secure space and the ability to have several team members co-located. Two additional options are available: a ‘virtual’ Mailbox membership, providing members a physical mailing address in San Francisco, and Day Pass, which provides access to the shared space for one day.

	Mailbox	Day Pass	Café	Workstation	Office
Price	\$50/mo	\$20/day	\$235/mo+	\$475/mo+	\$1,545/mo+
Key feature	Mail address	Hotdesking	Hotdesking	Reserved desk	Private office
Membership	14 (18.7%)	N/A	42 (56.0%)	7 (9.3%)	12 (16.0%)

Location and Space

In planning its second location, NextSpace adapted its original model in Santa Cruz for the much higher density of Downtown San Francisco. As a result, at 3,700 square feet, it is significantly smaller than the more spacious location in Santa Cruz. The company told their real estate broker that their most important qualification was that they be ‘in the middle of everything,’ and that is precisely what they got. The space occupies the entire third floor of a seven-story building, and it will soon expand to include an additional floor as well. The building is just half a block from Market Street, one of the city’s main spines, and Montgomery Station, a transit stop served by all Muni Metro (local) and Bay Area Rapid Transit (regional) trains, and a staggering thirteen local and regional bus routes are available within a one-block radius. The location is extremely high in amenities, including restaurants for every budget, coffee shops, bars, banks, daily needs shops, miscellaneous services, and more. In sum, it is a dynamic urban environment with streets that are safe and busy with pedestrian traffic, with every amenity a businessman or woman might need nearby, and is adjacent to one of the city’s most convenient access points to the Bay Area’s local and regional transportation system.



Figure 4: NextSpace Building. Occupies the 2nd and 3rd floors of 28 2nd Street. Source: Author.

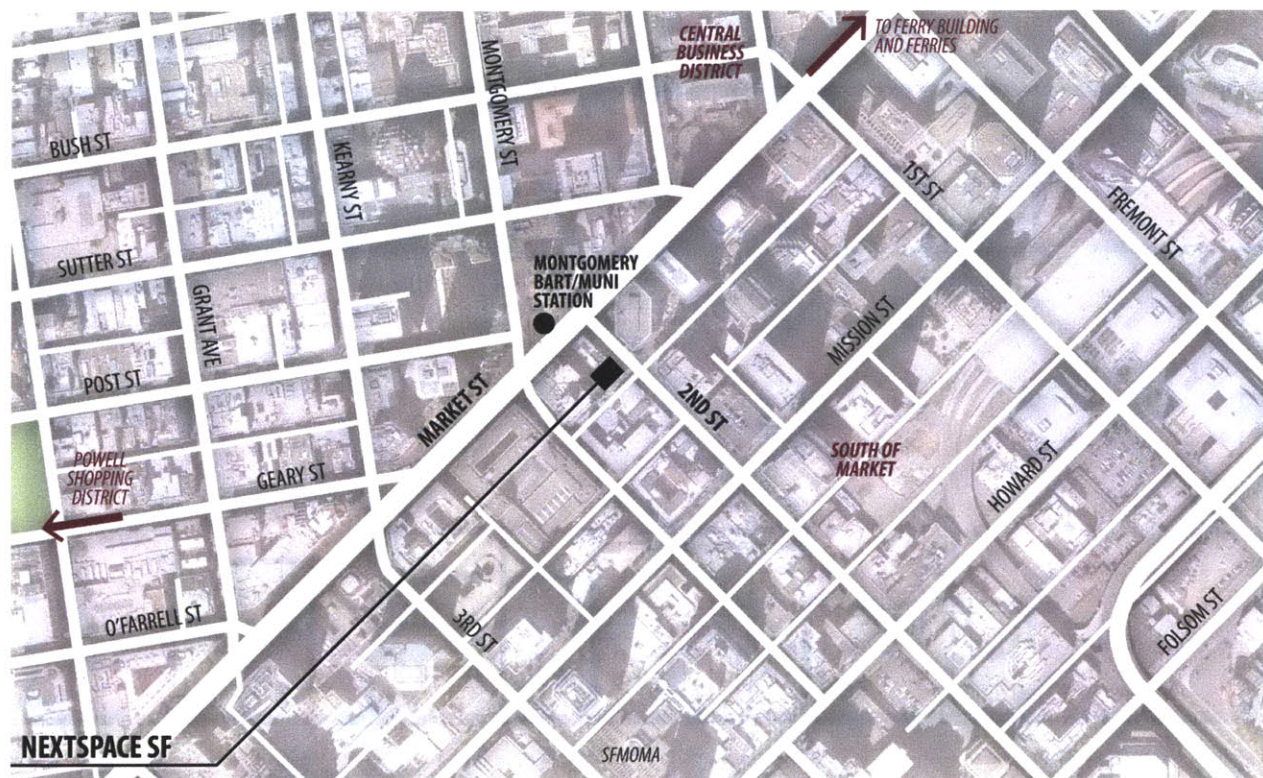


Figure 5: NextSpace Location. Building is located less than one block from numerous transit options. Source: Author, Google Earth.

"I asked my broker, 'If you had to pick the intersection where... the nexus of San Francisco's energy is, where would you say that is?' He said, 'Well, I would say at like 2nd and Market.' So we were like, 'Okay, let's be there.' And that's been ... probably our biggest driver. Yes, we have a beautiful space, and the people are cool and it's a good vibe, but we hear over and over, 'Oh, your location is just, you know, 50 steps from BART... and near every bus line.' So I think the location is really important." — Rebecca Brian, Co-founder¹

Inside, NextSpace has a fairly straightforward physical layout that is reminiscent of the bullpen style of first-generation coworking spaces. The operators have made an effort to provide an aesthetically pleasing space, using quality materials and furnishings and decorating walls with artwork. The main shared Café area is defined by a long, rectangular space that runs along the central core. Two casual work settings are located at each end of this space, a lounge by the windows along 2nd Street and two meeting 'nooks' in the back. One side of the space is lined with a conference room, workstation offices, and dedicated offices. The other side includes a kitchen and restrooms, offices, and the reception desk by the elevator.

The center spine of the unit is for use predominantly by Café members. An elegant solid-wood desk runs the entire length of this area, at two heights.



Figure 6: NextSpace Floorplan. The central "café" is the collaboration and social space for members. Source: NextSpace.

The front area provides a more casual space to sit at round tables or on couches and armchairs. In the back, the meeting nooks include soft seating and movable whiteboards to facilitate meetings. The Workstation offices are clusters of desks grouped into shared offices, allowing individuals to have an affordable, dedicated desk in a more private setting. Finally, Office memberships allows small companies, or groups of members, of up to six people to work together in a secure space. These are arranged differently, but might include a large central table and smaller workstations to the side. Functionally, the central shared Café space is where the collaborative spirit of the workspace is embodied most directly. As compared to the original coworking model, NextSpace's most important innovation is combining the bullpen with semi-private and private offices, as these not only provide upgrade paths for members, but also produce an important revenue source, costing two to five times as much as a Café membership.

"The way that the space is set up is a huge part... it's very intentional that we have the elevator open right onto the café, and... everything else surrounds the café. This is the hub." – Rebecca Brian²

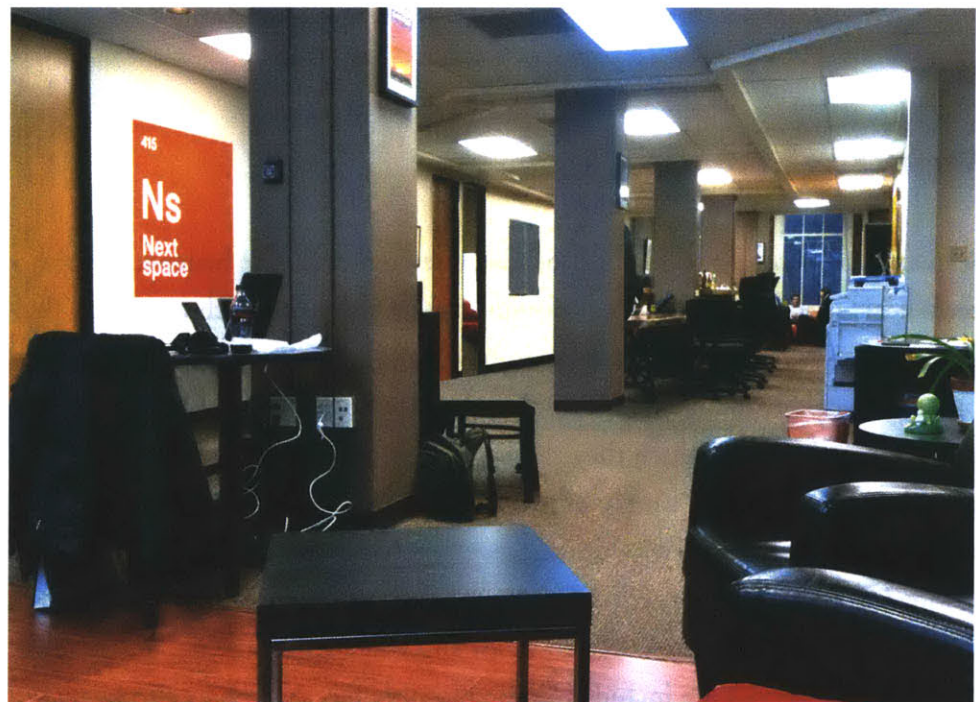


Figure 7: NextSpace Interior. View from Front Lounge. Source: Author.



Figure 8: NextSpace Workstations. View of dedicated desk workstations. Source: NextSpace.



Figure 9: NextSpace Front Lounge. The Front Lounge has both tables and comfortable seating. Source: NextSpace.



Figure 10: NextSpace Event. The Café space can be used for events. Source: NextSpace.

Member Benefits

A membership comes with a host of amenities and exclusive benefits. At the most basic level, it includes a comfortable, quiet space in which to work. The space is designed explicitly not only to be comfortable and of high quality, but also to enable interaction. Members benefit from a very accessible, downtown address to which they can bring clients, and capture economies of scale in the form of a variety of physical tools and features. These include commercial-grade wired/wireless Internet, a networked multifunction printer/copier/scanner/fax machine, formal and informal meeting spaces, a conference room with presentation tools, and a kitchen. Further, utilities and janitorial service are included in the monthly fee. Members also benefit from digital tools such as website profiles and members-only mailing lists.

In addition to benefiting from economies of scale and free coffee, NextSpace members have access to a variety of events and programming held in the space and/or organized by the host. These are designed to not only offer valuable benefits and build community, but also to build awareness of the space itself. Member-focused programming includes social and networking events such as on-site happy hours, food and wine tastings, and industry events; knowledge-building events such as a weekly brown bag lunch series, which invites experts to discuss topics relevant to members' businesses and lives; and community curation activities, such as group gym challenges, blood drives, bike rides, and impromptu lunch outings.

Awareness events are intended to increase NextSpace's visibility in the local and broader community and move traffic through the space, but they also provide significant member benefit as well. These events include both social and networking events, as well as more formal 'expert' talks that are open to the broader community where, for instance, an industry executive might come in to speak on a selected topic. Participation in events varies significantly—lunch outings, for instance, require low commitment and are popular. However, it can be difficult to generate adequate turnout for brown bag lunches, a problem faced by other shared workplaces as well.

Tenants

NextSpace maintains that having a cross-section of industries represented in a shared, collaborative workplace is to everyone's benefit. Members work in many fields, including business consulting, computer programming, environmental consulting, graphic design, law, social media, and web development, among others. The space attracts members of all ages, though many are in their twenties and thirties. Racially, most members are Asian and Caucasian. In total, the space has built an active membership of 75 people over the past year. Of members that stay for a month or more, turnover is low, although it is too early to establish this as a baseline. Between the company's two locations, the average stay is approximately 8 months. Among the 75 members, 12 are private office members, 7 have workstations, 14 have mailbox memberships, and the remaining 42 are Café members. The majority are Café memberships, which are the most accessible

way to have access to the NextSpace community and a regular, if not assigned, space to work.

“Coworking really does appeal to the creative class professionals, but you also need all kinds of support for those people. You need the lawyers, you need the developers, you need the coaches... having every industry represented, or as many as possible, is better for the whole. Because then you have people that do the same thing, or do similar things, but you also have all these really different perspectives to bring to the table...” – Rebecca Brian³

NextSpace has not yet discerned the optimal balance between each tier of membership, but it appears that office memberships make an important contribution to the financial bottom line. However, there is a delicate balance to be struck between private offices and the central collaborative setting. Workstations and offices are in high demand and bring in more revenue, but the Café area is the hub and meeting place that helps generate synergy among members. Much like a gym, NextSpace has been able to oversell Café memberships because not all members use the space every day. It is difficult to predict exactly how many members will use the space on a given day, as all members’ schedules are different and it is impossible to know how many Day Pass holders will arrive. Nevertheless, NextSpace plans to continue adding new members until high daily utilization results in loud, crowded conditions—a subjective measure. They have not experienced this situation to date.

Impact and Value

“We have almost daily, if not daily, examples, both here and in Santa Cruz, of why NextSpace is the best thing you ever did for your business. We hear it all the time.” – Rebecca Brian⁴

Tenant Value

Although NextSpace has personalized their unit, in many ways any small business would be interested in occupying the space they have leased. It is not a marginal unit in a low-quality building or an unsavory neighborhood. In fact, it is pleasant, well appointed, and has an enviable location. Despite operating on a somewhat tenuous membership model that is dependent on footloose members, NextSpace has managed to cultivate a sustainable business model and support its operations through member dues.

Space	Tools	People
Accessibility to transportation, clients, and professional networks.	Shared physical assets (e.g. commercial Internet, multifunction printer/scanner/copier, meeting and conference tools) to capture economies of scale.	Social atmosphere and community.
Space layout influences where and how members interact, as well as which types of programming and events can be offered.	Knowledge-building opportunities via lectures, brown bag lunches.	Collaborators with whom to exchange ideas, develop projects and programs, and learn from.
Shared utilities and janitorial services reduce individual costs.	Member-only email lists.	Networking and exposure to wider industry networks through projects, programming and events.
	Website profiles.	

As described in Chapter 3, tenant value can be described using three strategy areas: space, tools, and people. NextSpace states that these three areas reflect many of the important pieces of their approach, and argue that no single area alone is sufficient to create a convincing set of benefits and value for members.

The main advantages for members are access to workspace and the ability to be a part of both a social and professional community. Members are able to jointly develop a more positive work practice, one that is predictable, professional, and that has the proper support. They gain not just shared tools and a seat in a quiet space, but also the opportunity to capitalize on a broad network of individuals that can connect them to new projects, programs, and funding. NextSpace calls this the 'NextSpace Effect,' and it is something that workers cannot get while working at home or from a coffee shop.

Community Value

Given the nature of its downtown location and its relative size, NextSpace has likely had a limited or no impact on the immediate community in terms of property values, revitalization, and activities. Membership in a professional community does not just mean in the space itself, it can also be embodied in a larger industry network or community of practice. Among their peer group of collaborative workplace operators, NextSpace is an active member and has contributed by demonstrating a workable operational model. For members, the space is helping to engage and sustain professional networks in the city

through its events and programming. For instance, NextSpace sponsors Freelance Camp, an organization that convenes capacity building events for independent workers.

Challenges

Despite several years of experience, NextSpace remains a young company and is learning. The San Francisco location benefitted from being the company's second space, as it was able to refine its model and apply insight gained from its first location. Still, despite its expansion plans, NextSpace still does not seem to have all the details completely worked out yet. It does not know the ideal balance of membership tiers, and in particular, does not yet have a sense of what overcrowding really means. Further, it does not have any distinguishing theme or goals that set their workspace apart from any other. This may present a challenge in the future as the market for collaborative community workplaces becomes more competitive.

Diversity is a challenge for NextSpace, and many coworking spaces. The NextSpace model identifies diversity as an important goal, but they have not yet been able to achieve significant demographic diversity. Although the space hosts many different industries, the racial diversity is limited and many members are under 40 years of age. The membership is also heavily skewed toward men; NextSpace estimates that women represent only 15-20% of members at their San Francisco location, and 30% in Santa Cruz. This challenge is not unique to NextSpace, but it poses a larger question about the reach of collaborative workplaces. The industries members work in are important, but demographic diversity is as well; each person brings different perspectives, expertise, and approaches. The lack of demographic diversity may in some cases be an issue of the life stage, social expectations, and the industries and roles of early adopters. The challenge will be to identify why the workspace does or does not appeal to particular individuals, and to adjust the amenities accordingly. Expanding outreach efforts and targeting underrepresented demographics may also be necessary to raise awareness.

Finally, it is important to note that for many members, a shared workplace is not the least expensive alternative available. Many have either been working from home or a coffee shop, so to be appealing, collaborative workplaces must clearly demonstrate the added value they can offer. Also, individual member value can shift over time as each person's personal and professional lives change. Today, there are situations in which options like NextSpace are not appropriate or sufficient. Even still, there are many potential users for whom NextSpace may be an excellent option. Collaborative workspaces have an important task in developing evaluation metrics to demonstrate the value they create for members.

Key Learnings

Diversity helps enable collaboration. Collaborative work among members occurs in numerous ways and is one of the key generators of member value in a shared workplace. Interactions range from simply asking a question ("Can you help me add a border to this graphic?") to short-term joint projects, and can even lead to formalized, long-term business partnerships. NextSpace believes that a diverse member roster provides the opportunity for individuals to expand their trusted partner network and source work from within the community.

The Café is critical. Having more offices may be good for the bottom line, but the Café area is a critical space because it provides the venue for informal interaction, events, tools, and ultimately the exchange of ideas from which all members can benefit. NextSpace is still unsure what the right balance is between private offices and flexible space, and it likely depends on members, the office culture, and the kinds of bonds that are formed.

We're social, but territorial. NextSpace believes that people are social, but territorial. This means that some people want to have reserved space to leave their things, but they also want to be part of a community. Not everyone can have a private office at NextSpace, but having priority upgrade paths for members is important for retention as it allows members to transition from a Café membership to the Workstation or Office tiers as they become available.

Community—and member value—requires deliberate effort. It is important for a shared workplace to focus on creating high perceived and real value for members. This is the way to drive member retention, utilization, and ultimately collaboration. Simply seating people in a room together does not create community. Fostering community and collaboration is the host's role, and involves constantly striving to spur communication and network building among members, as well as making work life easier. A receptionist or secretary simply does not fulfill the same job function.

“Having a personality to run the space, that can really connect people... and bring them together, and get people excited about ... giving blood [laughs]. You know?” – Rebecca Brian⁵

Location matters. Location was a critically important decision for NextSpace. Many members comment that they choose NextSpace over other shared workplaces due to its location. The company's formula for location is not overly complicated: it places a premium on transit accessibility and being at the heart of business activity, which corresponds with urban core locations. Their experience indicates that members are willing to pay for such locations if there is a high quality environment to match.

Flexibility and creativity. While the founding impetus or mission of a workplace should be considered in decision-making, an operator should not hold too rigidly to the original concept, particularly considering the rapid pace at which the industry is evolving. Space operators should be vigilant in assessing opportunities to upgrade, improve, and adjust operations to the specific conditions of each location. Operators should consider tailoring programming to the interests and needs of different types of member populations. NextSpace is constantly soliciting and evaluating member suggestions continues to improve their offering.

Conclusion

NextSpace represents an evolution of the original coworking model and is but one example among many in a worldwide community. It takes a successful hotdesk model and combines it with dedicated desks and offices, creating a wider set of options for members and putting both individuals

and small businesses in the same space. These members are engaged in many different industries, and NextSpace is using a host to actively cultivate relationships and a collaborative community from a diverse membership. Although the company is relatively young, does not have every detail standardized, and faces several challenges, it is nevertheless relatively established within the coworking community and serves as a successful and self-supporting business model. In March 2011, NextSpace announced that it had raised \$425,000 in angel investment funds to expand its San Francisco location, as well as to open two new locations in Silicon Valley and one in Los Angeles. As NextSpace grows and gains experience in different cities and markets, it will undoubtedly continue to innovate, to the benefit of members and the company itself.

Case 2: The Alliance Center

Alliance for Sustainable Colorado

1536 Wynkoop Street

Denver, CO 80202

Alliance Center Quick Profile

Year founded	2004	
Typology	Co-tenant (Themed)	
Theme	Sustainability nonprofit	
Hosted	No	
Space management	3 employees (Facilities, IT)	
Size of space	35,000 square feet	
Location type	Central Business District Adjacent (LoDo Historic District)	
Amenity level	High	Restaurants, shops, services within (2-5 blocks)
Accessibility	High	Regional rail (Amtrak) Local rail (RTD Light Rail – 2 lines) Bus (6 routes)
Membership and costs	38 tenant organizations	10.5 % Virtual @ \$75/mo 15.8% Shared Suite @ \$250/mo+ 73.7% Office @ \$20/sf/mo average

The Concept

The Alliance Center is a shared workplace for sustainability-focused nonprofit organizations, and is operated by the Alliance for Sustainable Colorado as one of three core program areas. The Alliance uses this program, along with sustainable public policy advocacy and education and outreach programs, to fulfill its aim to provide a living model of sustainability across economic, environmental, and social domains. The Center provides the foundation for the collaboration that enhances the other program areas, and is intended to be a stable and affordable hub for the sustainability community. It also serves as a showcase for green construction techniques in a historic building. The Center participates in the NonprofitCenters Network, a community of resources and learning facilitated by the Tides Foundation.

Long before the Alliance Center opened its doors in 2004, founder John Powers had aspired to create a shared office space for nonprofit organizations. Working on the boards of various organizations in the 1990s, he had recognized the need for coordination and collaboration among like-minded nonprofits. Amid growing capacity for collaboration, created in part by the founding of the Colorado Alliance of Sustainable Business Associations by Powers and business associate Janna Six, and the availability of aggressive financing, the stage was set for the creation of the Alliance Center. The building cost \$4.43 million to purchase and renovations cost an additional \$712,000. Financing came from an interest-free loan from Powers himself for the down payment on the building, as well a tax-exempt municipal bond.

Operations

The Alliance owns and operates the building, with three full-time employees dedicated to managing daily operations, including information technology. It retains a property management company with expertise in historic buildings to handle basic repairs, troubleshooting, and emergency issues, among other issues. The Alliance operates the building in a co-tenant arrangement, sharing the building with dozens of other tenants. As the owner, it retains control over all aspects of building operation and maintenance, though tenants do have the opportunity to discuss building issues and suggestions with Alliance staff. Tenants sign leases of three to five years in length typically, with the option to renew, but the Alliance has allowed leases as short as six months. To provide another option for tenants, the Center offers a small number of executive suites to complement the larger, full office suites. A central telephone system and commercial Internet services are optional for all tenants.

Staffing

The Center's space management staff members are responsible for daily operations tasks, including typical commercial building management tasks, such as fixing leaks and addressing complaints, as well as ensuring the building's green features are performing properly. The building does not have a host or community manager per se, but staff members are quick to

cast the tenant-landlord relationship as very different from what one might typically find, arguing that in addition to building management, the Alliance is also working to encourage collaboration among tenants. Alliance staff stay up-to-date on tenant initiatives and programs, provide connections, offer technical assistance, recommend service providers or vendors where necessary, and have worked on joint programs with tenants. This extra service is particularly valuable for smaller nonprofits that do not necessarily have the capacity to handle all challenges in-house, and is unlikely to be provided by most other landlords.

“The relationship is much more mutually beneficial, and we’re trying to provide a service, rather than make a profit.” – Chris Woldum, Facilities Technician⁶

Membership Levels

The Center has two options for tenants: standard and virtual. Although individual terms may be arranged, the standard lease term tracks accepted commercial lease standards (e.g. 3-5 years) and rates are decided on a per square foot basis. Standard tenants gain dedicated office space, phone and Internet access, office furniture, and shared building facilities and spaces. The virtual tenant program is relatively new and provides individuals working at home a professional address, voice-over-IP phone access, and access to shared building facilities such as conference rooms.

	Virtual	Shared Suite	Standard
Price	\$75/mo	\$250/mo	\$20/sf
Key feature	Mail address	Shared suite	Office suite
Membership	4 (10.5%)	6 (15.8%)	28 (73.7%)

Location and Space

Located at 1536 Wynkoop Street in Denver’s Lower Downtown (LoDo) district, the Alliance Center is a six-story, 35,000 square foot historic warehouse that was renovated to be a model of green building techniques and technology, including everything from room occupancy sensors to low-flow faucets. The building is located in a dense, walkable, high-amenity district in a historic area of Denver, characterized by four to six story brick buildings

with window-laden facades. Numerous restaurants, shops, and services are at hand within five blocks. Since receiving historic designation in 1988, the district has experienced significant reinvestment and infill development, and Wynkoop Street and LoDo now boast a residential population, predominantly living in upscale loft-style apartments.

The Alliance Center's location is near the original heart of Denver; the city was first settled several blocks away in 1858. Wynkoop Street grew into a warehouse district to service the transcontinental railroad after the construction of Union Station just one block away in 1870. In addition to Amtrak at Union Station, the building is within close proximity of six bus routes and two RTD light rail lines. Half a block away is Denver's 16th Street Mall, which only permits pedestrian and bus traffic, and connects Union Station on axis to the state capitol building, just 18 short blocks away. Access to the capitol was an important location decision factor for the Center, as



Figure 11: Alliance Center Building. The building is located in a historic, mid-rise district. Source: Author, Bing Maps.



Figure 12: Alliance Center Building. View of the Alliance Center on the right, from Wynkoop Street Source: Author.

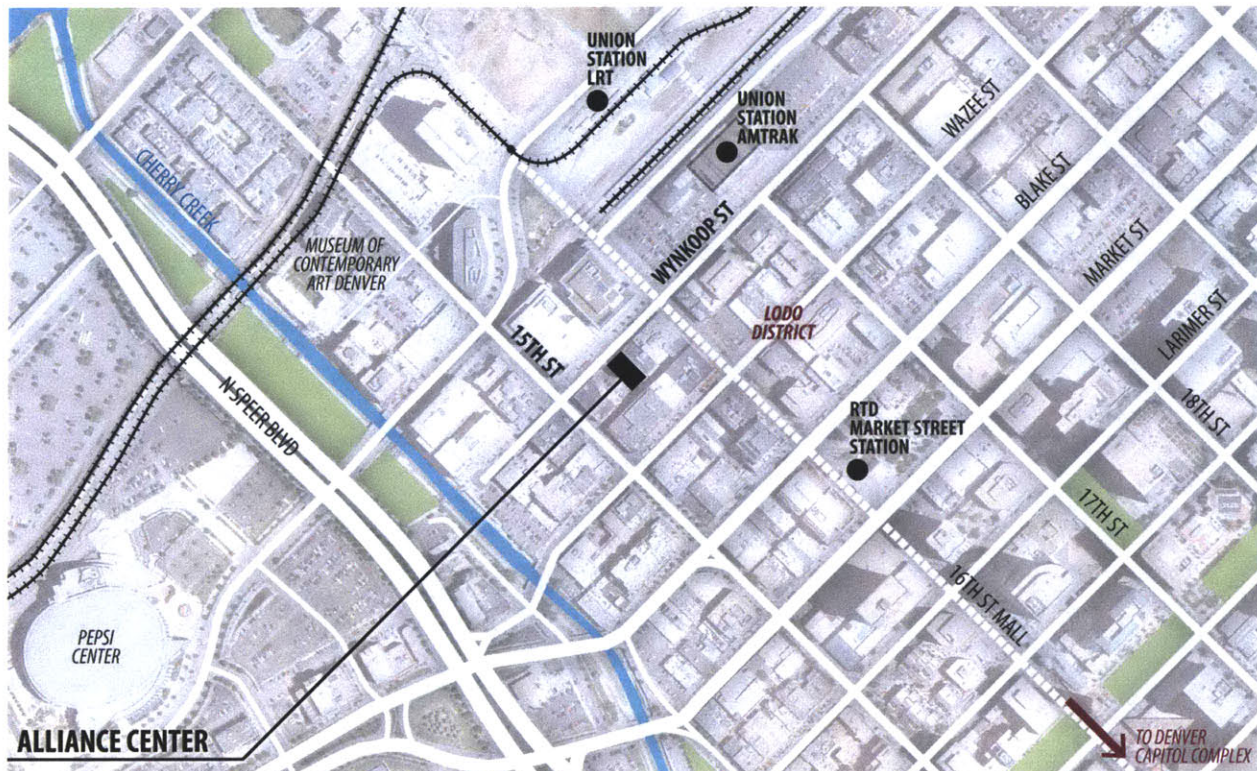


Figure 13: Alliance Center Location. The Center's location in Denver's LoDo is very transit-accessible. Source: Author, Google Earth.

many tenants' policy work frequently brings them there to advocate or lobby on pieces of legislation.

Beyond an environmentally sustainable building, the Alliance believed that both the project and the location had to be aligned with their mission in order to be effective advocates for policy change at the capitol, not to mention in order to attract the tenants that would generate the collaborative environment they envisioned. The building became one of the first historic structures to receive two LEED certifications in 2006, including Existing Building Gold and Commercial Interiors Silver. It was also designated an EPA Energy Star Leader and has won numerous other state and national awards.

A former warehouse that has undergone numerous renovations since its original construction in 1908, the building's interior is anchored by an offset core that houses the elevator, utilities, stairwells, and restrooms. The elevator was a late addition and was essentially attached onto the west side of the building. This allowed the Alliance to create large, sun-filled 'lobbies' that accommodate promotional materials for the tenants on a given floor, often have a shared copy machine, and provide seating and informal meeting space. Anecdotal evidence indicates that the lobbies are not only well-used, but tenants from each floor use different lobbies throughout the day.



Figure 14: Alliance Center Elevator Lobby. Seating in both corners provides informal meeting space. Source: Author.



Figure 15: Alliance Center Kitchenette. These are located in hallways to increase impromptu interaction. Source: Author.

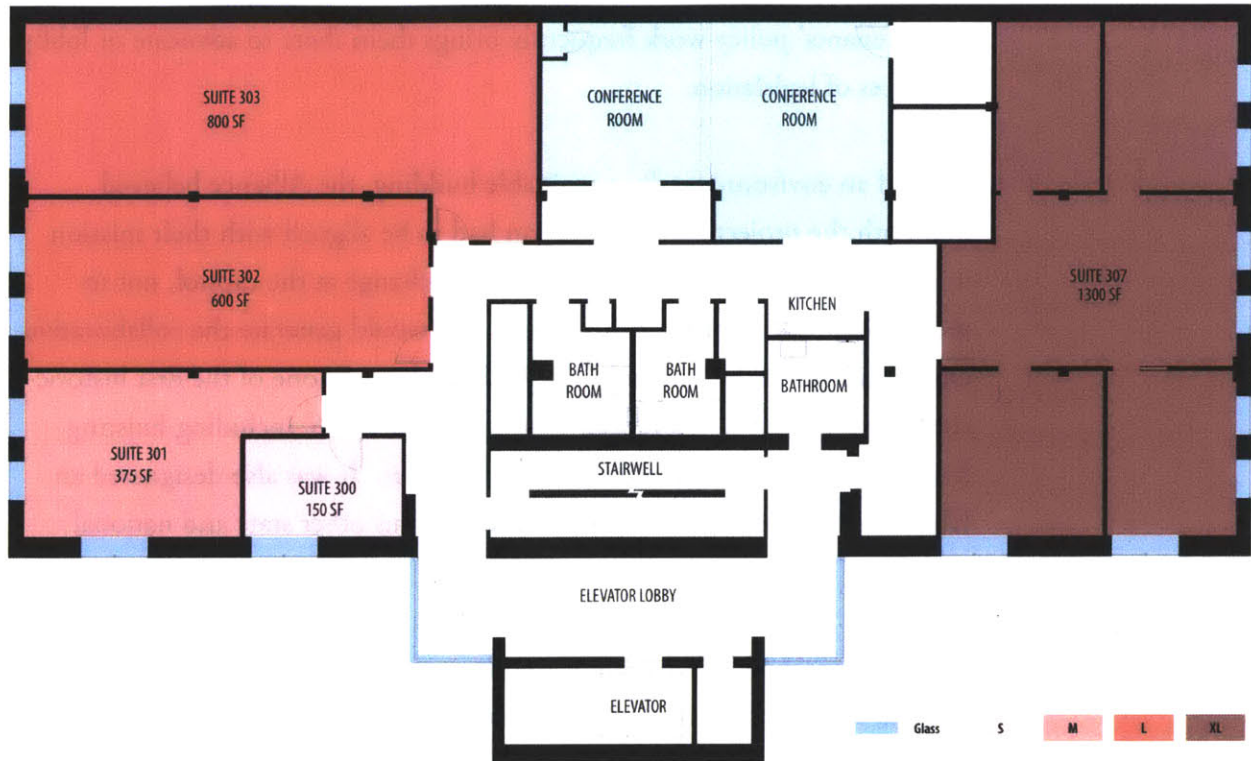


Figure 16: Alliance Center Sample Floorplan. Suites of varying sizes are organized around a circulation core and shared amenities. Source: Alliance Center.

Each floor is typically organized into three to five office suites, with half of the suites housing only one tenant. The remaining 24 suites are shared between two and four organizations, with spaces as small as individual cubicles within larger suites rented to small organizations. There are a variety of types of office space in the suites, from open-format cubicle layouts to clusters of individual offices, and the Alliance describes the space as Class B commercial offices. All floors have a variety of shared facilities, such as printers and copiers, conference rooms of varying sizes, meeting spaces, and restrooms. Each floor also includes spaces that encourage informal exchange, such as kitchenettes located in shared hallways and gathering space in the elevator lobbies.

The basement is host to three building features that draw tenants from all floors: a building-wide break room, a below-grade outdoor patio, and building mailboxes. By distributing shared facilities throughout the building,



Figure 17: Alliance Center Suite. Some suites include standard cubicle arrangements. Source: Author.



Figure 18: Alliance Center Office. Suites may include private offices as well. Source: Author.

the Center encourages tenants to move between floors, increasing the opportunity for spontaneous face-to-face interactions. This helps establish and maintain relationships among building users, despite the fact that most tenants have private space.

Tenant Benefits

The Alliance Center generates a variety of positive impacts for tenants. In particular, locating in the Center not only provides greater opportunity to work with other organizations, but also has helped increase tenants' visibility to funders, volunteers, and Coloradans at large. Tenants are drawn to the Center by subsidized lease rates and the potential for collaborative synergies. With many tenants involved in policy advocacy and action, the Center's location just 18 blocks from the state capitol is advantageous. Given its environmental credentials and quality space, the building itself is also a major selling point for tenants. To further bolster tenant value, the Center also coordinates a variety of events and programming that enrich the sustainability community. The result is that space in the Center is in high demand; it is currently fully occupied.

Stability and Flexibility

In addition to below-market rate rents, leases at the Alliance Center are structured to protect tenants. The lease contract allows tenants, but not the Alliance itself, to initiate renegotiation of terms, freeing them to focus on

programs, operations, and fundraising with a secure, stable lease arrangement. In addition to leasing traditional office setups, the Alliance has recently begun to embrace multi-tenant suites, allowing a number of organizations to rent individual seats within a suite. Individual cubicles can be leased month-by-month, giving the tenant flexibility.

Synergies and Collaboration

The Center has been very successful in its goal of creating a collaborative environment. This collaboration occurs on several levels, from informal information sharing (e.g. recommendations and referrals) to formal joint programs. Organizations exchange services, human capital, equipment (both building-wide and specialized among groups), grant information, and one group in the building even funds others. It is difficult to measure the impact of such a diverse set of interactions, but as just one indicator, tenants have been very productive in the policy arena at the state capitol, helping pass numerous pieces of legislation in Colorado over the past several years. The building brings together a diverse set of nonprofits, some of which may not have interacted otherwise, and provides the opportunity to broaden program knowledge and horizons.

“It’s just so critical that you have access to people who are experts in an area, and they can broaden your personal and professional perspective.” – Nichole Goodman, Policy Director

In addition, there are a variety of more and less formal collaborative working groups that are connected to the Center and its tenants. The Alliance takes part in these groups and considers them essential in fostering collaboration among tenants and the greater sustainability community. It is also planning to create new working groups to address internal operations and policy issues. Not content with resting on its laurels, the Alliance is exploring other ways to create more value for tenants, including the possibility of offering other shared services, such as volunteer management.

Events and Networking

The Center serves as a hub for sustainability-related events and networking for both tenants and the wider community. For instance, the Center hosts monthly lunches featuring talks on sustainability related topics, including

capacity building, fundraising, and volunteer initiatives. Along with tenant-sponsored on-site events and fundraising, these are open to the larger sustainability community. Networking and capacity building among tenants is also important, and to this end the Center helps organize events and outings, promotional materials and cross-advertising, and recently developed a new website with plans to feature tenant content (such as events and program-related topics). Less formal networking events, such as executive brunches and happy hours, are also important tenant benefits.

“The point ... is to not make it an enclave or a fortress, but to make it a hub and the crucible, not only for the tenants within but for people coming to the building.” – John Powers⁸

Visibility

The Alliance Center building has become well known both in and beyond the sustainability community and has evolved into something of a brand in itself, attracting visitors with diverse interests and from around the country. Alliance staff members have given over 1,000 tours of the Center to business and government leaders, education groups, and other visitors. Locating in the building provides a valuable increase in visibility for tenants because it provides access to such disparate constituencies. In addition, foundations and funders frequently tour the building and visit organizations, providing tenants the opportunity to be introduced and to demonstrate related or complementary work. Events and networking also help increase the visibility of the Center and its tenants. In 2010, the governor signed three pieces of legislation sponsored by Alliance Center on site, generating even more publicity for tenant initiatives and accomplishments.

Tenants

The Center’s tenant roster has grown and diversified since its founding in 2004. Although initial tenants worked primarily on environmental sustainability issues, the Alliance has worked to shape the tenant mix to better embody the ‘triple bottom line’ of sustainability identified in its mission. The Center provides a home base for 38 organizations today. Standard tenants make up the vast majority of building occupants. Despite recently

beginning to offer executive suite space on lease terms as short as one month, the Center's focus is not on short-term office space and it does not provide hotdesking. However, only 12 tenants have their own suites, which indicates that the majority of organizations are sharing spaces on an even more intimate level than it might seem at first glance.

Turnover is generally low, and the Center is currently 100% occupied. Rents are generally maintained at approximately 25% below market rate and include furniture, utilities, and the use of shared services and facilities. However, lease rates are higher than many community-based nonprofit organizations can afford to pay (approximately \$20 per square foot, rather than \$5-10 per square foot), so as a result tenants must place a premium on the value of locating in the Center (outlined below). Current tenants include organizations such as the American Council for the Blind, the Colorado Environmental Coalition, eGo CarShare, Place Matters, and the Orton Family Foundation. The organizations' 150 workers reflect a diverse mix of ages and genders.

Impact and Value

Tenant Value

The Alliance Center aims to not only help nonprofits achieve efficiencies of scale through shared office space, but also emphasizes the stability and security for tenants, increased efficiency and productivity as a result of formal and informal collaboration, as well as both in-building and extended professional networks. Over the past seven years, individual tenants have grown into a community, despite being separated into distinct office suites. Lacking a central workspace like most coworking spaces, the Center has taken a different approach by strategically creating interaction spaces to help cultivate a strong work community that gives tenants a shared sense of purpose, support, and that ultimately helps sustain organizations' human capital. Beyond tenant networks and outside the building's walls, the Center's urban context is another significant attractor, not only in its regional accessibility, but also the local amenities available.

Space	Tools	People
Accessibility to state capitol, transportation, and strategic partners.	Shared physical assets (e.g. commercial internet, multifunction printer/scanner/copier, meeting and conference tools) to capture economies of scale.	Theme provides strong in-building professional, social, and support network.
Space layout influences where and how tenants interact; multiple shared facilities promote informal interaction.	Knowledge-building opportunities via brown bag lunches, special events, working groups.	Collaborators with whom to exchange ideas, develop projects and programs, and learn from.
Environmental credentials enable organizations to 'walk the walk.'	Center newsletter reaches 10,000 subscribers, extending tenant reach.	Networking and exposure to wider industry networks through projects, programming and events.
Local amenities add convenience.	Website profiles highlight individual tenants.	
Shared utilities and janitorial services reduce individual costs.		

Community Value

Although the Alliance Center has contributed to reinvestment in the LoDo district, the Alliance has also made important contributions to the local and statewide communities through its sustainability policy efforts. Locally, the Alliance offers the neighborhood an activity hub; people working within an eight-block radius are aware of the Alliance and the Center's amenities and programming. The Center offers spaces for informal meetings, both free-of-charge (informal space) and for a fee (conference and meeting room facilities), and has wireless Internet. Public events in the Center enable groups from within and outside the building to come together and see where synergies may lie in their work. The Alliance also produces a newsletter, with a circulation of about 10,000, that it uses alongside its website to promote events and give the community a glimpse into the activities and tenants in the building.

The Center serves as a model for community development and green facilities, and there is potential for significant impact on the block as a whole due to an initiative called Living City Block (LCB), which is housed in the Alliance Center. Rather than just focusing on a single building as the Alliance has done, LCB is working to create net-zero carbon communities, with the Alliance Center's block serving as one of the first pilot projects

around the world. The Center served as a seed building on that block and now all owners on the block have committed to the project.

A final community impact is that the Alliance Center is one of a very few successful examples of shared nonprofit spaces in Denver. Even before the Center's founding in 2004, several nonprofit centers existed in the city, but these did not have a signature element—such as a central theme, or appropriate ownership structure—to tie the tenants together, or their sponsor organization ceased to exist. Perceiving a need to improve local capacity in creating successful multitenant centers, Denver's Office of Strategic Partnerships and the Urban Land Conservancy helped found the Denver Shared Spaces Project (DSSP) in 2009. Although it was not the first such space, and despite the fact that it charges higher rents per square foot than some local nonprofits may be able to afford, the Alliance Center nonetheless serves as inspiration for a larger movement toward creating shared workplaces.

Other Value

In addition to its positive work environment and the benefits of tenant programs to the larger community, the Alliance Center building itself was designed from the outset to serve as a demonstration project for environmental sustainability for the whole community. As the result of investments in a wide array of upgrades to building materials and systems, the Center has earned numerous awards for the building's environmental performance. Beyond awards, the Center reports some impressive real-world efficiency achievements, including an 84% reduction in water consumption and 21% reduction in energy use. Although the Alliance recognizes that it is difficult to measure exactly how environmental impact is linked to tenant success, it believes that the improvements to the building contribute to happier and more content tenants, as well as enabling the Alliance to draw thousands of visitors to see the unique building and discover tenant activities.

Challenges

Coordination among tenants has been difficult. Like NextSpace, the Alliance sometimes has difficulty garnering participation in the events and

programming it offers. As the Alliance builds working groups around policy, administration, development, and fundraising, it has encountered difficulty in demonstrating the value of these programs to tenants and convincing them to participate. The Alliance is attempting to launch these projects by devoting some of its own staff resources to them, but has yet to see the results. Tenants are busy with their own projects and campaigns and cannot attend all events or participate in all programming.

Early identification of skill or capacity weaknesses will smooth the process. Although it has successfully navigated the process of buying, developing, and operating its building with the help of several outside advisors, Powers indicates that the Alliance could have better assessed and filled gaps in the expertise and abilities of the development team (including architecture, negotiation, financing). Owning and operating real estate assets is beyond the purview of many nonprofits, so organizations should assess these shortcomings and hire advisors as necessary. A particular organization's skill gaps may shift over time, so this evaluation may be an ongoing process.

Funding decisions have jeopardized perceptions of the Center's replicability. Today, the Center is fully self-supportive in terms of its operation costs and mortgage interest obligations. However, this does not include principal payments on the mortgage and it has not yet repaid an interest-free loan made by the founder. There is concern that observers might interpret the Alliance's ability to purchase the building as an indication that it does not need additional money or donations, or somehow disqualify the building as a model multi-tenant center due to the founders' drive and ability to muster financial resources. There is also a possibility that this perception is exacerbated by having received in-kind donations of equipment and reduced rate services for the installation of some of the building's green features and technology.

Key Learnings

Clearly state the purpose of the center and if it will be mission-driven. As part of establishing a strong foundation for a successful center, an operator should craft a statement of objectives or goals. Questions to ask might include:

What type of community will it serve? How will tenants be chosen? What fields or areas should tenants be drawn from? Is the goal simply to offer affordable space to tenants, or is there an overarching mission? For example, as a mission-driven project, the Alliance decided that the Center had to be more than just an environmentally sustainable building. Both the project and the location had to be aligned with the mission in order to be effective advocates for policy change at the capitol, not to mention in order to attract the tenants that would generate the collaborative environment as envisioned.

Be aware of mission ‘scope creep.’ Operators should be careful in how the mission statement and vision are allowed to evolve. The Alliance advises that these should be considered living documents that may evolve with the organization, but operators should also be aware of ‘scope creep.’ The mission statement is intended to guide the organization and can be a great way to evaluate whether a center’s programs are well aligned with its goals. The Alliance carefully crafted its vision and mission, and has worked to ensure that staff members understand and embody them in their work.

Determine ownership or governance structure. The ownership or governance arrangement of a center can have a fundamental impact on the center’s operation and long-term viability, and should reflect the center’s purpose. The Alliance Center deliberately chose to have a single, nonprofit owner of the building for several reasons. Having one owner in charge of leasing, operations, and facilities yields a greater ability to actively manage tenant mix and there is only one decision or control point. Although a multiple ownership or condominium model might seem appealing because it could encourage collaboration among partners or equals, a potentially significant problem arises when an equity owner in the building decides to leave. Who will he or she sell the space to, and will the new tenant fit well with the center’s goals? The Alliance also chose to use a single owner model because it allowed quicker action on the opportunity to purchase its building.

Use a business-like approach. The nonprofit world benefits from the passion that drives individuals and organizations, but the Alliance has found that a dose of business acumen can have a positive impact on the success of projects and organizations. Multi-tenant center operations must be grounded in

business realities, and over time, the Alliance has become more consciously businesslike in its approach to leases and provision of shared services. Many early leases in the Center were customized, but it has standardized its lease terms, length, and rates, both as a matter of fairness and in order to ease management burden. The lack of continuity across leases was troubling as the organization matured, and while it will still modify lease terms when there is a compelling reason to do so, the Alliance has moved to a simplified, consistent lease template.

Identify any special requirements for the building. An operator should consider whether it requires any special features or workspaces in the building to help the center achieve its goals and objectives, and how best to design the building itself. For instance, the Alliance deliberately distributed shared facilities throughout the building in an attempt to promote informal interaction and meetings among tenants. It also created a shared break room and outdoor patio for social events. Further, the Alliance has leveraged the environmental impact of its building to draw outside visitors and become an activity hub. The tours both educate visitors on the ‘green’ upgrades to the building and serve to highlight the activities of tenants.

Conclusion

Ultimately, the Alliance believes that the most important ingredient for success in operating a shared collaborative workspace for nonprofits is clarity of purpose. It is important to be able to articulate the goals for the center, even if these goals evolve. However, simply stating goals may not be enough to build a critical base of support for the center. Even if the center is focused on a theme or shared value, simply putting organizations into the same space is not sufficient to establish a collaborative ethos, according to Powers. He argues that three major components contributed to the Alliance Center’s success in cultivating collaboration: means, willingness, and reasons. On a basic level, the Alliance started with a mailing list of sustainability nonprofits, held events to help form relationships among them, and finally created a workspace for developing and advocating for statewide policy. In other words, organizations need the means to communicate, the willingness

to connect based on a shared interest or goal, and a reason to believe that collaboration will positively impact their work.

Today the Alliance Center is recognized not only as an exemplary project from an environmental standpoint, but also as a catalyst for change in statewide environmental policy and an inspiration for a local shared spaces movement in Denver. Indeed, by a variety of measures, the Alliance has been able to create a dynamic working environment that has generated a variety of benefits for tenants and the larger sustainability community, as well as helped to advance the Alliance's mission and impact. Difficult as it may be to foster a strong community and tradition of collaboration within a multi-tenant center, this has been one of the key drivers of the Alliance Center's effectiveness. The relationships formed in the building, both personal and professional, are what set the Center apart from other, less expensive space.

Case 3: WeWork Soho

WeWork Soho
154 Grand St
New York, NY 10013

WeWork Soho Quick Profile

Year founded	2010	
Typology	Hybrid	
Theme	None/Diverse	
Hosted	Yes	
Space management	4 employees (building management (2), receptionist, porter)	
Size of space	35,000 square feet	
Location type	Soho, Manhattan	
Amenity level	High	Restaurants, shops, services within immediate vicinity
Accessibility	High	Regional rail (Amtrak, NJ Transit, LIRR, PATH) Local rail (Subway – 7 lines) Bus (2 routes)
Membership and costs	525 members	3.6% Virtual @ \$99/mo 10.7% Hotdesking @ \$275/mo 76.2% Offices @ \$425/mo (single desk) \$650/mo+ (private) 50 (9.5%) 'Labs' members

The Concept

WeWork Soho is a hybrid shared workplace occupying an entire building on the corner of Grand and Lafayette Streets in Manhattan, on the boundary between the Soho and Nolita neighborhoods. It is host to 525 members working in a diverse set of fields, from art and design to management consulting, with the vast majority having dedicated desks in fully enclosed offices. The space also has a ground-level hotdesking 'lounge,' an 'innovation co-op' (known as WeWork Labs), and a public coffee shop is planned in a separate corner retail space. As the first of multiple locations in New York, the Soho building first opened in February 2010 with just one floor ready with the company's characteristic glass and aluminum interior fit-out. The building was finished by September; meanwhile, the company has already

opened a second location in Midtown Manhattan and has two others in planning, including one in San Francisco. Their goal is to offer more than just office space; the founders hope to create a mutually supportive community of workers. Already on a rapid growth trajectory, WeWork hopes that members will be able to look within the WeWork network for collaborators and service providers.

This is not the first shared workplace for founders Adam Neumann and Miguel McKelvey. They also started Green Desk, a similar shared workplace in the DUMBO area of Brooklyn, just one subway stop from Manhattan. The experience allowed them to test many of the concepts they have implemented at WeWork, including the glass-walled office fit-out, but ultimately, they felt that they needed more room to grow. In marketing their new venture, they are emphasizing the value of community and packaging it in a well lit, carefully considered office space that has a strong design character.

“Green Desk was a great way for Adam and Miguel to get started. They were able to test a lot of the concepts they thought were interesting... but again, it was just the start for them. Moving into Manhattan has offered both new challenges and opportunities.” – Lauren DesRosiers, Director of Operations⁹

Operations and Staffing

WeWork leases the entire building at 154 Grand Street, and employs a staff of four to handle the daily management of the building. As a bigger building, WeWork is using several employees to accomplish the same tasks as the host at NextSpace. The building manager and assistant manager are charged with building operations, building membership, handling member requests and issues, and serving as community coordinators. They are responsible for knowing each member, facilitating introductions, and hosting events. The building also has a receptionist located at the ground-floor entrance on Grand Street who manages visitors and deliveries. WeWork also has a very slim corporate structure, with just three employees for strategy and business development. In order to help streamline management and facilitate community, WeWork is also developing an online member portal called WeConnect.

Membership Levels

The building is a hybrid of three shared space typologies: shared suites, coworking, and an even leaner open-format, early-stage incubator space with dedicated desks for entrepreneurs. There are four tiers of membership offered, including: Virtual; ‘Lounge’ hotdesking; Shared Offices and Private Offices, each with reserved desks; and the Labs incubation space. Virtual members receive mail handling and access to conference rooms in the building. Lounge members have access to a hotdesk workspace located on the building’s ground floor and accessible only via doors on Lafayette Street. Office members can choose between desks in shared offices (akin to NextSpace’s Workstation membership) and private offices for individuals and small firms. Finally, WeWork Labs offers members a subsidized rate for a dedicated desk and business mentorship.

	Virtual	Lounge	Shared Office	Private Office	Labs
Price	\$99/mo	\$275/mo	\$425/mo	\$650/mo+	\$250/mo
Key feature	Mail address	Hotdesking	Single desk	Private office	Reserved desk
Membership	19 (3.6%)	56 (10.7%)	400 in offices (76.2%)		50 (9.5%)

Location and Space

WeWork Soho’s building is a 35,000 square foot, six-story brick structure located in a dynamic urban district, densely packed with shops for all types, restaurants, and services. Soho is a popular destination in Manhattan, and while WeWork is located on the southern end of the neighborhood, it is well positioned for members to take advantage of the area’s diverse amenities. It is located just several blocks from a number of subway stations with access to multiple lines, and is also near two bus lines. Regional rail is further, but Penn Station is only five subway stops away. The location is not in a core Manhattan office market, however.

The specific characteristics of the building were very important for WeWork staff as they selected a location. Staff members looked for corner buildings that they could entirely occupy, as well as for owners who would allow them



Figure 19: WeWork Building. Building is located in a mid-rise district in Manhattan's Soho neighborhood. Source: Author, Bing Maps.

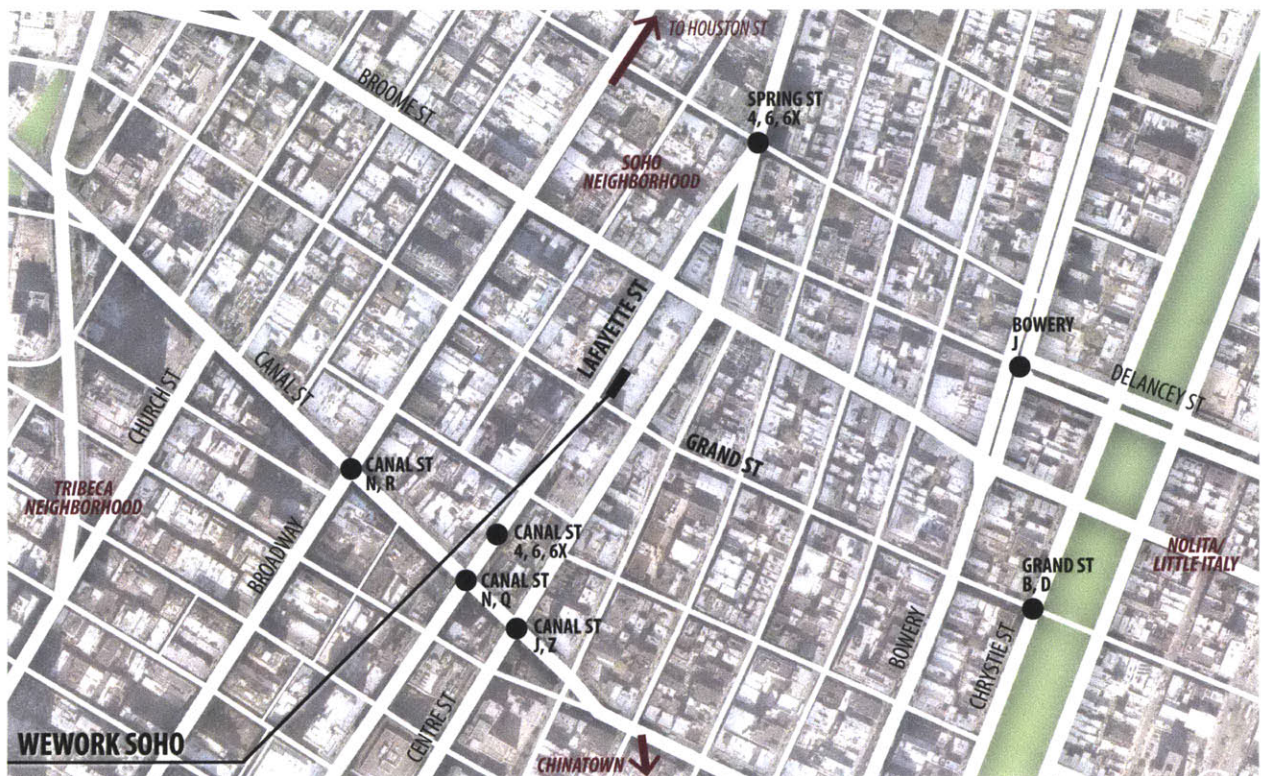


Figure 20: WeWork Location. Building is close to several neighborhoods and many subway and bus lines. Source: Author, Google Earth.



Figure 21: WeWork Building. View of the WeWork building from Grand Street. Source: Author.

to implement their specialized interior fit-out. Interior aesthetic quality and sunlight were also very important not only to attract members, but also to enable WeWork to build windowless offices in the interior. The glass walls used in the main work areas permit excellent natural light penetration, particularly in the afternoon at this location. The fit-out system is an integral part of maximizing usable square footage, maintaining flexibility, and providing members awareness of the activity across the office.



Figure 22: WeWork Sample Floorplan. Glass-walled offices of varying sizes allow light penetration to interior spaces. Source: WeWork.

The layout of each floor accommodates approximately twenty offices and several other amenities, including a conference room and kitchenette. The building also has several additional common workrooms and a library. On a given floor there are a variety of offices sizes, most of which accommodate one or two members, but some can accommodate up to six desks. Each office is equipped with a desk, lamp, filing cabinet, and office chair. Desks



Figure 23: WeWork Interior Fit-out. Plastic "frosting" provides privacy in glass-walled offices. Source: WeWork.



Figure 24: WeWork Office. Membership includes a desk, chair, lamp, and small filing cabinet. Source: WeWork.

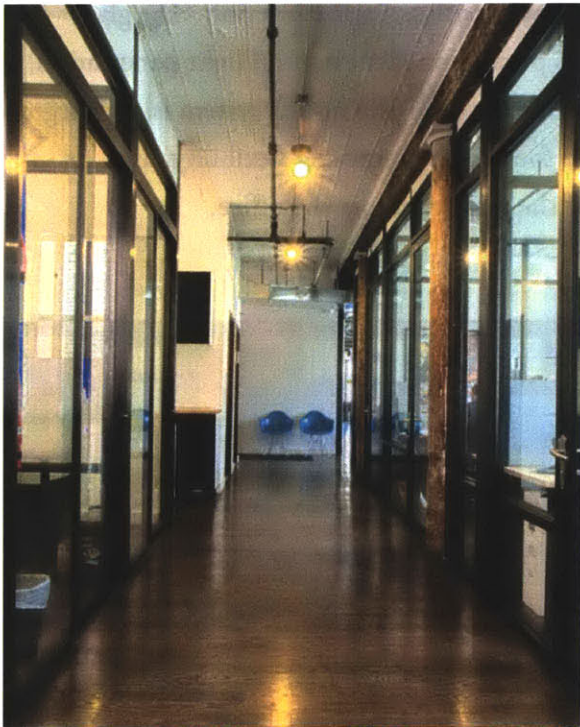


Figure 25: WeWork Hallway. Glass walls reveal activity buzzing within individual offices. Source: WeWork.

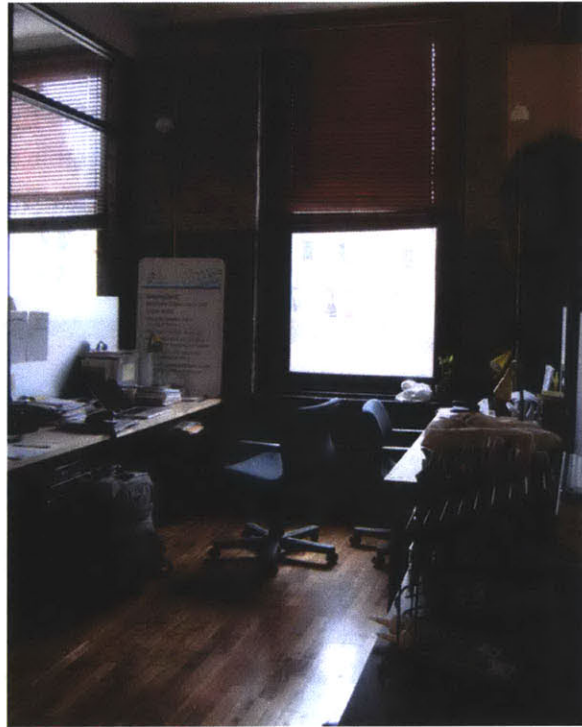


Figure 26: WeWork Office. Tenants can add personal touches to their dedicated desk environments. Source: WeWork.

are not permanently installed, allowing for flexibility. Floor-to-ceiling glass and aluminum partitions create enclosed offices, but can easily be removed or adjusted if a member wants to combine two offices, for example. The glass partitions have plastic inserts affixed partway up shared office walls, creating a frosted glass appearance and providing some privacy for members. This added privacy allows WeWork to avoid some of the specialized features that many coworking spaces have adopted, such as individual telephone booths and personal lockers.

On the ground floor, the Lounge is arranged into several distinct work zones, including a conference room, and is furnished with a mixture of large tables, couches, and armchairs, as well as a multifunction printer/fax/scanner. WeWork advertising materials on street-level windows characterize the

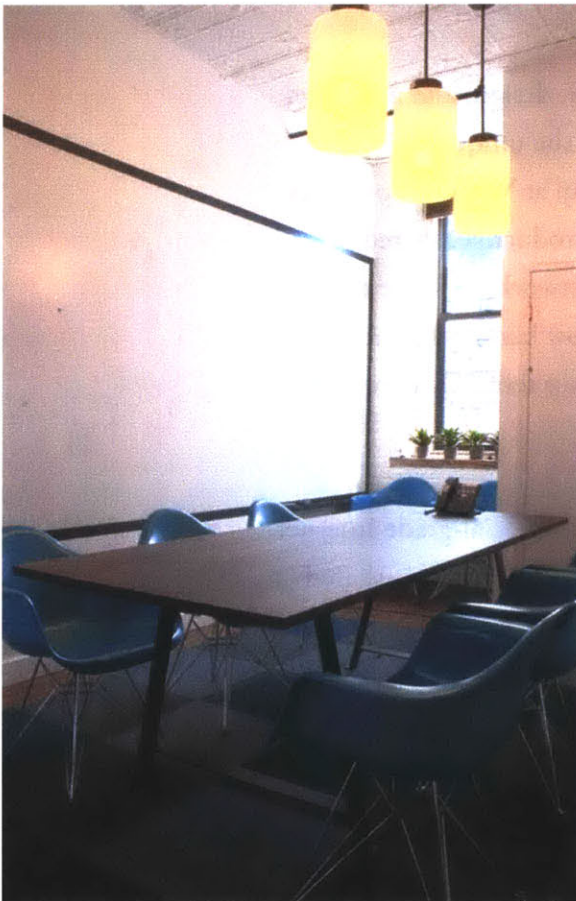


Figure 27: WeWork Conference Room. Meeting rooms offer stylish collaborative work settings. Source: WeWork.



Figure 28: WeWork Lounge. Entrance to the Lounge on Lafayette Street. Source: Author.



Figure 29: WeWork Lounge. The Lounge has multiple seating options and work areas. Source: WeWork.

Lounge as part café, part library, and part living room. The reality, though, is that while the space appears upscale and inviting, it is for members only, and thus does not achieve the openness or integration into city life, or the rest of the building, that it could.

Finally, WeWork Labs has 3,000 square feet on its own floor. The space is a cross between the Lounge and an office space, offering dedicated desks but mostly in an open format, and is targeted at very early stage companies or individual entrepreneurs hoping to develop an idea. It does make use of the typical glass walls, and the space includes a small kitchen, several meeting rooms, and a telephone booth for private calls. The space is sponsored by a variety of partners (including media technology firm Boxee, a communications firm, and two law firms) and offers space at a much-reduced cost.

Member Benefits

Fundamentally, WeWork believes that their location, design, and amenities are the key draws for members, and these constitute the unique value they can offer. As with the other case studies, membership at WeWork provides a standard array of benefits: a space in which to be productive, shared facilities and tools, and a built-in community and network. A space that hopes to project a collective spirit, WeWork offers low barriers to entry for new members with no industry focus and membership terms that are both affordable and flexible.

Shared facilities, equipment, and services include commercial-grade Internet service, shared printing, conference rooms with videoconferencing, shared refrigerator and microwave on each floor, basic janitorial service, and mail/package handling. Phone service is offered for an additional fee. Continuing a thread of environmental sustainability from the founders' experience at Green Desk, WeWork uses energy-efficient lighting, purchases renewable energy and carbon offsets, and uses low or zero volatile organic compound (VOC) materials and finishes. Finally, WeWork is accessible at all hours by members via a keycard system, and video cameras monitor the building for safety and security.

Synergies and Community

Despite being just over a year old and composed predominantly of enclosed offices, WeWork has nevertheless been able to generate lasting collaborative projects among members. In one anecdote, a member company in the building hired a fellow member (an independent graphic designer) to become its Creative Director, and the company continues to grow. WeWork helps facilitate such connections among members through regular events and programming. The building has a variety of locations where informal interaction can take place, including shared spaces on each floor, and the Lounge can serve as a gathering place for networking and community events. Events include monthly happy hours, presentations organized by building managers, holiday parties, ‘after hours’ parties, and member- and vendor-sponsored events.

“While the offices provide space for privacy and productivity, they have been designed in a way that encourages people to get to know their neighbor... The infrastructure of the offices acts as the foundation to a physical social networking community.” – Lauren DesRosiers¹⁰

Networking Tool

Another WeWork innovation is WeConnect. Currently still in development stage, the system offers a variety of tools for members, including conference room reservations, a member browser, a ‘Match Maker’ for business referrals, member profile management, space and equipment requests, administrative announcements, and online billing. As the company grows, this system could provide an excellent opportunity for members to easily and quickly deal with administrative issues and discover collaborators within the WeWork network. Neumann remarks that the plan is to develop features similar to a social networking website, but tailored for business and collaboration, thereby bridging the physical and virtual worlds to give members a much wider network than just their floor in the building. While their use of a web-based management tool is not unique among shared workplaces, WeWork’s goals for the system, vis-à-vis networking, are ambitious.

“We’ve always thought about WeWork as being a physical community network. There is a power behind people connecting face-to-face, which for the most part, doesn’t exist online... The idea of WeConnect is to bridge the gap between the physical and virtual worlds, thus creating a community within WeWork that has the far-reaching capabilities of an online network, but revolves around tangible people who are in a specific physical location.” – Kyle O’Keefe-Sally, Director of Technology¹¹

Members

Membership at WeWork is not deliberately mission-based or themed in any way. Given the building’s location toward the southern end of Soho, many members work in the arts, design, film, and media, but others work in strategic/HR management, sustainability consulting, and web consulting, for instance. Although the building does have many individual members, it also hosts many small businesses with several employees.

“Diversity allows the small companies in our building to have the same strong backing as large companies. When a web developer has a photographer down the hall, they are able to offer their client a larger scope of work. Having these sources at your fingertips allows a greater amount of work to be done more efficiently.” – Lauren DesRosiers¹²

WeWork estimates that the maximum Lounge capacity is 70 members, and with only 56 current members, there is room for growth, particularly if WeWork were to use NextSpace’s over-selling method. However, even if the Lounge were at maximum capacity, office memberships would continue to represent the vast majority of WeWork membership.

Impact and Value

Much like NextSpace, WeWork Soho has an accessible location, few barriers to entry, and should broadly appeal to a wide range of companies and individuals. The building and interior fit-out were chosen deliberately and reflect a higher emphasis on design than the other cases. Although WeWork is young, it has experienced founders and is moving quickly to establish itself as a large, inclusive community of members. In addition to its second location in Midtown, WeWork is in the process of completing a third building in the Meatpacking District. It is also considering a fourth location in San Francisco’s SoMa district. This expanding network of locations will be

Space	Tools	People
Space design and aesthetics can provide value and make a pleasant work environment for members and their clients.	Shared physical assets (e.g. commercial internet, multifunction printer/scanner/copier, meeting and conference tools) to capture economies of scale.	Diversity provides strong in-building professional, social, and support network.
Space layout influences where and how tenants interact; despite enclosed offices, multiple shared facilities promote informal interaction.	Knowledge-building opportunities topical presentations by members and invited guests.	Collaborators with whom to exchange ideas, develop projects and programs, and learn from.
Local amenities add convenience.	Space management dashboard (WeConnect) allows tenants to manage their WeWork experience and reduce management overhead.	Networking and exposure to wider industry networks through projects, programming and events.
Shared utilities and janitorial services reduce individual costs.		Inter- and intra-building networking provides wide 'in' network for members.

linked by the company's WeConnect tool, helping extend the value of each individual space by connecting the human talent across buildings. Although the use of enclosed offices in WeWork does not promote the same level of interaction that NextSpace does, the company helps organize community- and knowledge-building events for members.

As a hybrid location, WeWork offers a wider variety of options to members and, therefore, the option for greater stability as a member's space needs change. The company is still in a stage of active growth and exploration of how to augment or evolve its model, evidenced by the April 2011 launch of WeWork Labs and the soon-to-open public coffee shop. The building provides not only upgrade paths from hotdesking to private offices, but also can adapt to accommodate expanding businesses. Only time will tell if their approach is successful enough to provide a long-term business model.

Challenges

WeWork's founders have clearly been working to make sure their new concept has the right ingredients, and the company is growing quickly using this model. Thus far, it is proving successful, likely due in no small part to the founders' previous shared workplace experience. However, WeWork does not appear to be playing as active a role in managing the community

and fostering collaboration as the other case study sites. Further, like NextSpace, they have not clearly identified their target market; in fact, they have deliberately avoided defining their market in terms of industry, firm size, or age, hoping instead to attract members of all types who simply want to increase their productivity. This approach is not be unique among shared workplaces, but it remains to be seen whether the strength of the community will provide a solid enough foundation—in terms of stable income alone—from which to assess new opportunities or adapt the business model.

WeWork's strategy is to rent relatively large square footages (35,000 to 42,000 square feet thus far), and this is both an asset and a liability. On one hand, this spreads administrative and corporate overhead among many members, allows it to offer a variety of work settings, and creates a broader in-building network. On the other hand, workplace researchers have shown that relationships and communication are significantly hindered as distance apart and separation by floors increases.¹³

Key Learnings

Offer a range of space options to meet diverse needs. Building on Green Desk's experience with office space that feels open and can adapt to members' growing space needs, WeWork pushes the envelope further by supplementing private and shared offices with a coworking space and an open-format entrepreneurship space. The building's size and diverse offerings make it attractive as a network and a place to grow.

"We like diversity, so rather than just serving one definition of coworking, we're trying to create great spaces that people love spending time in - and then letting people figure out which is best for them." – Lauren DesRosiers¹⁴

Design is important. The high-quality interior environment at WeWork Soho is another important draw for members. WeWork has worked deliberately to use materials and furnishings that communicate a high design aesthetic while also being sustainable. This sets it apart from many of the utilitarian (though pleasant and serviceable) collaborative workplaces. Though not intentional, the membership has to some degree naturally coalesced around design. While it is unlikely that the quality of WeWork's environment was the most

important deciding factor for members, it no doubt played a part. High quality environments are appealing to a diverse range of workers, particularly at competitive prices.

Explore opportunities to add member value and generate supplemental revenue.

The upcoming coffee shop in WeWork's building will not only be a resource for members, but will also be open to the public. It will help drive traffic to the space and there is potential to generate revenue and positive returns for members, such as reduced rents and increased programming and activities.

Separate, informal workspaces allow collaboration without disrupting others.

Although WeWork, NextSpace, and the Alliance Center all offer conference rooms, WeWork provides multiple work areas that offer members a place to socialize without interrupting the work of others. This allows those in need of a larger but informal space, as well as those who are in shared suites and do not want to bother their fellow suitemates, to interact, discuss, and collaborate.

Technology can streamline space management and boost communication. Although still under development, the WeConnect dashboard is an innovative feature for members. Not only will it be a one-stop hub for members to manage their account online, but it also has the potential to facilitate member introductions and boost collaborative work, whether across the hall or across the country. Crucially, though, WeWork envisions this tool as a complement to face-to-face interaction, not as a substitute, and hopes it will inspire real-world connections.

"WeConnect will aim to mimic the way people connect in the real world; we believe that this will lead to more meaningful connections. The concept of 'shared experiences' plays a large role in how this is achieved. Because WeWork members can actually connect physically, they will be able to initiate face-to-face interactions online within WeConnect." – Kyle O'Keefe-Sally¹⁵

Reveal the activity buzzing within. Glass walls offer privacy and quiet, but allow members to casually see the work going on around them. The enclosed offices offer a privacy compromise: they encourage visual access, but provide auditory privacy. The result is excellent light penetration deep into the space

and a sense of the activity and productivity going on inside. It also helps prevent the small office suites from feeling claustrophobic.

Conclusion

At first glance, the most distinguishing feature of WeWork is its comparatively high-design aesthetic. With exposed brick walls, hardwood floors, modern furniture and fixtures, and transparent office walls, the design is an important part of the draw to WeWork. The standard shared workplace benefits it offers, as well as its accessible and amenity-rich location, are also important factors. The company's approach has been to expand quickly, explore innovations, and not be held back while studying potential markets. Informed by the founders' previous experience, this tactic is working well thus far, but there is an opportunity for WeWork to better define its market and make a more concrete case for the value it creates for members—a recurring theme in shared workplaces.

The ground floor Lounge and coffee shop present an opportunity for WeWork to better engage pedestrians and the wider community. Although keeping the Lounge space closed to nonmembers provides exclusivity and a modicum of security, it is a poor interface with the public realm. The coffee shop will not just provide an ancillary benefit for members, but also presents the opportunity to begin merging the public and private realms. There are several examples of this merger in shared workplaces across the country, including i/o Ventures/The Summit in San Francisco (coworking, incubation, and a coffee shop fused together), and Green Desk DUMBO (which includes short-term small retail spaces).¹⁶

WeWork is working to develop a collaborative shared workplace concept that does many things, and appears to do them well. Despite anecdotal concerns over a lack of privacy, the glass-walled office concept has a longer history than just WeWork; not only can these be productive environments, but evidence suggests that collaboration does occur. In a nod to their success, as well as rising public awareness of shared workplaces, New York Magazine recognized WeWork as the Best Shared Office Space of 2011.¹⁷

Summary of Case Study Themes

The case studies demonstrate that there are diverse approaches to providing basic features, choosing locations, ongoing operations, the business concept, and the suite of tenant benefits that shared collaborative spaces offer. This range of approaches is reflected in the wider spectrum of shared workplaces. Taken together, the cases point to a set of common themes to consider in the process of starting or attracting collaborative community workplaces. There are three major ‘lenses’ that emerge to help frame and give direction to the themes. These are work practice, diversity, and service.

Work Practice

Workers who use shared spaces often have more freedom to choose when and how they work, what types of work to engage with, and where to accomplish it. The cases indicate that individual preferences and needs in these dimensions vary. Some work in a shared workplace daily on a regular time schedule, while others use space infrequently between traveling, working at a customer’s site, or engaging in other activities. This corroborates the conclusion by Joroff et al. (2007) that work is not, in fact, just *work*. It is actually a complex set of activities accomplished by different actors, spread across different settings, and supported in different contexts. They present *work practice* as an integrated conception of work assignments (using various tools in different places toward some end), local context (social conventions, amenities, resources, and connections); and augmented support (training or technology to extend skills). In essence, a work practice considers what work activities are supposed to be done, what workers are actually doing, the social conventions that influence these activities, and how the workers and activities are supported.¹⁸ Work practice as a concept aligns well with the space, tools, and people framework presented in Chapter 3 and illustrated in the cases.

It is not just the actual work activity that matters, but a set of factors that include the types of tasks, the tools and technology required, the social context, the location, and professional development opportunities. Work practice is a valuable way for shared workplaces to create and evaluate holistic work environments, cultures, and support systems.

Space	Tools	People
Shared work areas and facilities	Shared productivity tools, services, and equipment	Social atmosphere and community
Design can influence how and where tenants interact	Personal and professional development programming	Collaborators for idea exchange, joint projects, new ventures
Location and accessibility	Marketing tools	Networking and exposure to wider industry networks

Work practice also provides insight into an individual's interest and ability to use shared workplaces. The appropriateness of a shared workplace depends on employment status and occupation, whether the worker is a distributed full-time employee or an independent contractor. As both the number of shared workplaces and the prevalence of workers with flexible employment (i.e. those who can choose how, when, and where they work) grow, the importance of work practice elements will grow as well. Joroff et al. note: "No alignment of work and support is effective for long" (37). In other words, workplace agility (the provision of space and resources on an as-needed basis) will be important as worker needs evolve. The cases are already bearing this out: spaces like WeWork and NextSpace, which have only been operating for just over a year, are expanding and refining their offerings beyond their initial models using both new technologies and new types of spaces.

Diversity

The cases emphasize the importance of diversity in several dimensions, helping to broaden the appeal of collaborative workplaces and promote synergies among members. Offering a variety of membership rates, lease terms, work settings, and attracting a breadth and depth of member expertise not only lowers the financial burden of membership, but also creates a greater opportunity to benefit from the human capital of fellow tenants. A diverse membership can actually encourage knowledge-building and greater awareness of different perspectives and approaches. However, such a diverse group of people requires a range of workspace options to fit multiple work practices. Each industry or occupation may entail a different combination

of working styles, environments, and tools. Further, individuals may need a range of workplace contexts to accomplish different tasks.

Service Model

Finally, the cases underscore the fact that collaborative community workplaces do not follow a traditional ‘real estate’ model; they are more aptly described as a ‘service’ model. In each example, physical space is indeed a critical part of the model, but the differentiator appears to be the community aspect. The case study sites are effective in attracting members, particularly individuals, in part by offering a social identity and community. They also demonstrate that active management by designated staff on a daily basis can have a positive effect on community formation. However, space operators are attempting to attract highly mobile members and many do not require long-term commitments. As a result, they must do everything possible to offer amenities and benefits that will retain membership and loyalty. This means that a real estate developer or property owner that is interested in shared workplaces should think carefully about his or her level of commitment to operating a shared workplace prior to starting such a venture.

Additional Themes

In addition to these three essential perspectives, the case studies highlight a variety of other important insights on the operation of collaborative community workplaces.

Social and Professional Networks

The cases indicate that social and professional networks are key attractors for tenants of shared workplaces. Using a shared space as a professional home base is a way to end the isolation and anonymity of other alternatives, such as a home office. Tenants can participate in a work community and internalize the established social mores of a workplace. Shared spaces can also broaden professional networks, connecting users both within the community and beyond through the relationships of fellow tenants. Thus, *who* is in the community is extremely important and illustrates the value of concerted efforts to build a workplace community. Simply putting people into a room

will not form community, nor will it spur collaboration. The relationships and trust that are required for collaboration take time to develop, but some operators like NextSpace are choosing to provide a host to help create connections among members and boost awareness of the expertise available within the member pool. Having a host role also provides an opportunity to establish a shared culture, ethos, and ground rules.

Unique Mission and Goals

Differentiation among spaces is important, both to tenants and the nascent industry. As the industry grows, both tenants and space operators will benefit from having distinct offerings and a unique ‘look and feel.’ This will help minimize direct competition among spaces, particularly for new operators, and will also create a wider diversity of types of spaces, amenities, and programming of which tenants can take advantage. Operators should clearly state a mission, identify goals, and use these to make a unique concept. What type of community will the space serve? How will tenants be chosen? From which fields should they be drawn? Is there a larger objective or achievement that should drive the collaborative work of tenants?

The mission and goals will determine the types of work that need to be accommodated, as well as any special requirements for the building and location. These might include unique facilities (such as commercial kitchens, conference facilities, and cafes), tools (large-format printers/plotters, computer labs, and videoconferencing), and local amenities (office services, transportation connections, restaurants, and other businesses). Although ‘scope creep’ (i.e. adding program areas, facilities, and services that only peripherally relate to the original mission) is a danger, the intentional evolution of goals can be productive as long as operators do not impair their existing tenants.

Choosing the appropriate ownership model or governance structure should occur while setting the mission and goals. In the case studies, each operator kept decision-making control, but there are examples of spaces that use collective decision-making processes. Although the egalitarian nature of a collective or consensus-based approach may be appealing to some operators and tenants, it is unclear whether there is strong demand for this model

among tenants, or if there is interest in participating in what can be a difficult and time consuming process. Shared workplaces should enable users to be more effective and productive; although they may take an interest in improving a shared workplace, they may not be inclined to deal with more routine issues or management.

Multiple Types of Interaction

A collaborative environment should accommodate both formal and informal interactions, as well as spaces for individual work as well. Just as Joroff et al. suggest that companies develop a portfolio of workplaces for their employees, collaborative workplaces should do the same. Multiple work zones should be offered in order to better enable work of different types, with different goals, and done by different people. Workers want interaction and community, but also desire a physical space for themselves, speaking to the need for a variety of options and priority upgrade paths for members. This allows them to transition between membership levels as their needs change and dedicated spaces become available, which in turn can help boost retention.

Design and Openness

Although shared space operators are generally more cost-conscious than design-oriented, choices for materials and aesthetic touches can exude a sense of quality and be a draw for some members. More importantly, the distribution of activities across a floor plan or building can encourage interaction. In particular, some spaces have strategically located shared amenities in the commons, or drive foot traffic throughout a workplace in order to access facilities, such as conference rooms. This helps increase the probability of chance interactions. The larger the space becomes, the more difficult it is to form a cohesive community, making these types of interventions more important. In addition, as WeWork and others have demonstrated, the use of glass-walled offices helps balance competing demands for private space and openness. Their system creates transparency but still affords privacy.

Accessibility, Amenity, and Agglomeration

Each of the cases demonstrates that location is important, but decision factors vary among them. NextSpace wanted to be at the center of business activity

in San Francisco. The Alliance Center based its decision on proximity to Denver's capitol complex. WeWork chose based on building features and neighborhood character. Accessibility, particularly via transit, was critically important in all cases, and each is near local and regional transportation hubs. These areas generally provide high transportation accessibility, high amenity, access to clients and collaborators in and outside the workplace, and access to talent. Price is also an important concern, but the fact that workers are mobile means they can choose to work anywhere, underscoring the importance of accessibility and place in attracting tenants. Not all collaborative community workplaces are located at the heart of a city, but these cases indicate that there is value in locating in mixed-use office or commercial districts, particularly where there are industry networks.

Management Flexibility and Creativity

Workers in shared workplaces tend to be entrepreneurial, and space operators should be, as well. They should operate spaces like businesses, not just community spaces, because that is what they are—dependent on tenant retention, revenue streams, and efficiency, among other factors. By clearly delineating policies and operational procedures, a space can operate more effectively and efficiently, generating greater value for members. These policies might include community expectations agreements, standardized membership terms and leases, intellectual property rules, and collaboration requirements.

Further, operators should actively seek out ways to renew and expand member value, particularly as the industry evolves. These may include process improvements, improved tools and technologies, additional amenities, or fine-tuning the distribution of membership among tiers. They may also include exploring new types of spaces that will complement the organization's mission, support or benefit tenants, and potentially generate additional revenues to support primary workplace functions. For instance, some space operators have added retail space, available both to members and external retail and service providers.

Challenges

Elusive Cost Savings

Although tenants save money over other office spaces and equipment through efficiencies of scale, at the core shared collaborative spaces are not simply about saving money. In fact, overall workplace cost savings may not materialize for tenants unless they transitioned from a commercial lease. Since many come from home, coffee shops, or offices provided by employers, use of a shared workplace often represents an additional expenditure for tenants. Small businesses may have more opportunity to save if they are choosing between private and shared office space. Operators realize that demonstrating membership value is critically important, but it is difficult to directly attribute a member's productivity to locating in a space. Nevertheless, some operators are striving to quantify their impact. The Alliance Center uses its legislative productivity not only as a proxy for the results that tenants produce, but also to demonstrate the high level of collaboration among them. Although specific to the Alliance Center's activities, and in part dependent on a favorable political climate, this is a powerful measure. For other spaces, broader use of survey instruments may be able to better evaluate member value in the future, particularly once a shared space is more established.¹⁹

Privacy and Intellectual Property

The open nature of many collaborative workplaces presents a complicated situation not just for privacy, but also for protecting intellectual property (IP). Expressly renouncing the secrecy that IP seems to demand does not remove it as a barrier for some workers and small businesses, particularly start-ups. Although the purpose is to create a collaborative environment for tenants, some small businesses simply need inexpensive space and a larger work community. Nevertheless, not all firms are in direct competition, provide revolutionary products and services, or have work tasks that require such a high level of discretion that it prevents them from working in a more public setting. For those that do require such privacy, a hotdesking bullpen is not an appropriate work setting. However, the case studies demonstrate

that shared spaces can provide privacy, whether just blocking sound with transparent glass walls or providing visual and auditory isolation with closed-door offices. A range of options allows these individuals and firms to benefit from a shared location, save money over a traditional office space, and participate in a larger work community.

Endnotes

- 1 Brian, Rebecca. Personal interview. 21 Jan 2011.
- 2 Ibid.
- 3 Ibid.
- 4 Ibid.
- 5 Ibid.
- 6 Woldum, Chris. Personal interview. 28 Mar 2011.
- 7 Goodman, Nichole. Telephone interview. 7 Apr 2011.
- 8 Powers, John. Personal interview. 28 Mar 2011.
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- 10 Ibid.
- 11 "Kyle O'Keefe-Sally - Director of Technology, WeWork." *We Are NY Tech*, 21 Feb 2011. Web. 11 Apr 2011. <<http://wearenytech.com/80-kyle-o-keefe-sally-director-of-technology-wework>>.
- 12 DesRosiers, 2011.
- 13 Allen, Thomas J, and Günter Henn. *The Organization and Architecture of Innovation: Managing the Flow of Technology*. Amsterdam: Butterworth-Heinemann, 2007. Print.
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- 17 "Best Shared Office Space - Best of New York Home & Help." *New York Magazine*, 2011. Web. 2 May 2011. <<http://nymag.com/bestofny/services/2011/shared-office-space/>>.
- 18 Joroff, Michael et al. *Enabling Work Practice*. Helsinki University of Technology and Massachusetts Institute of Technology, 2007. Print.
- 19 The Centre for Social Innovation, a shared workplace in Toronto, Canada, has produced a series of informational booklets on their concept, methods, and outcomes for members, including discussion of member survey results. See: <<http://www.socialinnovation.ca/>>.

5 Guidelines for a Collaborative Work Cluster

The collaborative community workplace is not only a response to the changing nature of work, but is also part of a larger trend in cities toward agility and responsiveness. Cities and work have long been connected in a symbiotic relationship—as work has evolved, we have adapted our cities to accommodate it. Where and how we work have direct implications for how we build and use our cities. Thus, just as in the past, shared workplaces have the potential to spur inventive ways to organize and support work and productivity. Experimentation with how to best organize work under a new collaborative paradigm will have consequences for cities their neighborhoods. This chapter will explore how the collaborative workplace might influence city form by applying the themes developed in the previous chapter to the urban district, or cluster, scale. It will propose guidelines for this new type of district and illustrate them in a schematic district plan.

The Purpose of the Shared Work Cluster

A key advantage to expanding the scope of the workplace beyond one smaller shared facility is that the cluster can offer an enhanced suite of benefits that a single space cannot. It creates an opportunity to support a broader set of work practices, enhance diversity, and provide a wider array of services to tenants. Some of these benefits may be obtained through employment with a larger company, but individuals and small businesses may not be able to afford them independently. For all companies, this larger scale creates a diverse, highly serviced district, and offers greater economies of scale. In creating the cluster, work places can be integrated into the city, sharing functions and amenities with the public.

The collaborative work cluster draws on the larger-scale industry cluster concept, defined by expert Michael Porter (2000) as a “geographically

proximate group of interconnected companies and associated institutions in a particular field, linked by commonalities and complementarities” (Porter 16). The industry cluster emphasizes the co-location of a diverse set of related industries that might span complementary products and production chains, and be linked by “skills, technologies, or common inputs” (17). Porter argues that industry clusters provide access to specialized services, tools, and inputs; access to extensive market and technical information created through personal relationships; complementarities and linkages among participants, such as better coordination between products and services, joint marketing, and reputation building; access and connections to academic institutions and public goods; access to well-trained employees and local knowledge building; incentives and performance management due to a ‘rivalry context.’ Further, he contends that clusters produce innovation more rapidly because businesses are able to perceive product and service needs, can source new services and parts more quickly, and have access to better-equipped local providers and specialized personnel. Although the cluster can produce competition, Porter proposes that competition and cooperation “can coexist because they are in different dimensions or because cooperation at some levels is part of winning competition at other levels” (25).¹

The collaborative work cluster offers many of the same elements as an industry cluster, but on a smaller, more place-specific scale and with more emphasis on offering diverse work settings. It focuses on the physical connection between workers and industries and creating critical mass and agglomeration for individuals and small firms. In addition to broadening social and professional networks, the cluster provides a portfolio of workplaces, provides opportunities to merge the public and private spheres, allows piecemeal development, and lets space operators delegate the provision of some amenities and services (such as retail and entertainment)—alleviating the pressure to be ‘all things to all people.’ Thus, the collaborative work cluster attempts to pull many of the benefits of the industry cluster to a specific location. The consequence, however, is that the collaborative work cluster must operate within the larger context of, and be directly connected to, a larger industry cluster and networks in order to be successful.

The cluster also combines multiple contemporary corporate office responses noted in Chapter 2 on the same site, with the benefits shared by individuals and large firms alike. Ross and Myerson's Academy, Agora, and Guild typologies are merged. It merges the Guild's more structured and 'curated' approach to work environments with the appropriated, ad hoc spaces of the Agora's public realm. It combines large and small companies, different areas of expertise, and network building to give individuals a platform to excel in their work while offering larger firms access to the innovative and agile contract labor force. In this way, it is also similar to the Academy, wherein larger corporations attempt to link themselves to external networks. The cluster goes beyond each, though, by linking all three together in an accessible, amenity-rich public setting. The edges between public and private, as well as different types of activities, are blurred.

Agglomeration, Critical Mass, and Scale

A larger scale allows for agglomeration of related industries to boost synergies, innovation, and productivity among tenants. Evidence from the cases and literature suggests that a shared mission and goals can help coordinate and co-locate tenants that may be more able to collaborate, particularly if tenants come from multiple backgrounds and represent broad expertise. The cluster can accommodate several themes or missions, each organized around its own home base but sharing major facilities and public spaces. This would provide tenants a better ability to form and leverage networks, and operators could provide a greater array of facilities and benefits. The cluster also provides the opportunity for larger companies to be co-located with the smaller firms and individuals, giving them access to the human capital and amenities in the cluster. Further, just as there is benefit for tenants to be able to upgrade their membership without leaving an individual workplace community, offering spaces for larger firms would allow growing tenants to remain in the cluster. Finally, this dynamic mix would enhance the industry cluster's stimulation of new businesses by creating new opportunities for projects and initiatives.

Portfolio of Workplaces

Typically beyond the reach of many individuals and small firms, a collaborative workplace district would offer tenants a true portfolio of workplaces. The concept differs from that of a large corporation because each setting would be located within the cluster, enabling individuals to seamlessly take advantage of many different settings throughout the course of the day. The resulting experience is a nested set of work zones that offers different levels of collaboration potential, different levels of privacy, and different amenities. Unlike an individual collaborative workplace, the cluster allows tenants to move between floors and buildings, public and private realms, and from collaborative to individual activities.

Broadening Networks

One of the most significant benefits of collaborative workplaces is their ability to expand tenant networks, both within the workspace and beyond its walls. With both large firms and small firms, and groupings by theme and industry, the cluster would allow for both targeted network building and more broad-based interactions. Recalling the Shamrock corporation from Chapter 2, the cluster can bring the ‘core’ and the ‘contractors’ into the same physical location, promoting face-to-face communication and interaction.

Public-Private Relationship

The cluster scale provides the opportunity to foster a symbiotic relationship with the city, its residents, and the supporting businesses with which cluster tenants engage. Rather than isolating work practices from the rest of the city, the cluster invites the public in, offering amenities and public spaces that benefit both the workplace and wider city communities. Much like the city at large, the cluster can provide space for shops, festivals, and pop-up markets. Independent firms can provide some of the necessary support functions, such as office services, dining, gym facilities, and childcare, both on site and nearby. As a result, cluster managers can focus on creating a package of benefits for tenants, rather than attempting to build expertise in widely divergent business areas (from restaurants and art galleries to office

supplies and tax preparation). Today, tenants of collaborative community workplaces are diverse, so diverse amenities will boost the cluster's appeal. Some collaborative spaces are already exploring ways to welcome communities into their workplaces on a small scale.

This intermingling of public and private space creates what Frenchman (2003) calls a *permeable realm*. Boston's Newbury Street shopping district is one example of this type of realm; the streetscape accommodates outdoor café seating, above and below street grade entrances, varying sidewalk widths, street furniture, and transparency via large glass facades. A highly permeable edge creates an "amazing cacophony" of variation in the physical environment, with people constantly moving between zones and activities.²

The Guidelines

The following guidelines provide a framework of principles that define a collaborative work cluster. The intent is to articulate guiding concepts, rather than a comprehensive or prescriptive set of instructions. Although the guidelines describe different interior relationships, they do not intend to replace or reinvent the extensive literature that already exists on this topic. The guidelines are intended to be viewed through the theme 'lenses' identified at the close of Chapter 4 (work practice, diversity, and service) and are organized into two sets: (1) operation and (2) design principles.

Operation Principles

Collaborative workplaces should offer tenants the ability to be more productive, develop personal and professional relationships, and the opportunity to escape the traditional office environment. Mobile workers can choose from a wide spectrum of flexible workspaces, whether traditional offices or ad hoc environments. As Chapters 2-4 detail, the promise of the shared collaborative workplace is fundamentally based in the space, tools, and people that it offers tenants. It can provide a mutually reinforcing professional environment, social identity, interaction, efficiencies of scale, and face-to-face interaction. Collaboration must be enabled from

an organizational structure standpoint, and can be enhanced by creating supportive work cultures and environments. Highly accessible locations, as well as proximity to professional networks and clients, are important to collaboration and innovation.

Under a service model, operators can enhance member value by facilitating introductions and fostering a workplace community. A diversity of membership, workspace types, services, and amenities not only broadens the appeal of a particular workplace, but also can boost the collaborative benefit by drawing together diverse expertise, capacity, and networks. Movement among different ‘grains,’ or work zones, helps connect large and small companies and provides opportunities for knowledge exchange. Of course, tenants also need the appropriate tools to accomplish their work tasks effectively, such as broadband Internet or specialized equipment. Creating a successful cluster will be predicated on a deep understanding of the types of work tenants will pursue and helping them create work practices that provide clear benefits.

Bridging the Operational and Physical

Moving up in scale from an individual workplace to a cluster, it is useful to codify the operational best practices presented at the close of Chapter 4 into physical interventions. The following table maps the categories of operational factors to physical or design concepts as a prelude to more specific design principles. This illustrates several examples of how various operations practices can be expressed across a physical landscape.

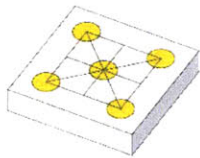
Operational	Physical
Diverse work practices	Diverse spaces for different needs
Social and professional networks	Face-to-face interaction
Differentiation by unique mission and goals	Cluster tenants by activity and/or theme
Multiple types of interaction	Multiple work zones
Openness	Transparency, aesthetics, design, info displays
Accessibility, amenity, and agglomeration	Location, place, uses, and scale
Management flexibility and creativity	Adaptable and programmable space

Design Principles

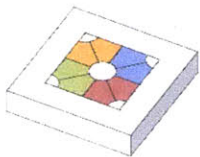
A larger scale permits greater disaggregation of shared physical amenities, encouraging tenants to move throughout the cluster in search of unique spaces, tools, and people. Thus, the cluster should be characterized by multiple scales, multiple uses, accessibility, and connectivity. Cluster operators can provide new combinations of uses and form, strategically inserting public uses in a traditionally private domain.

Three part site hierarchy

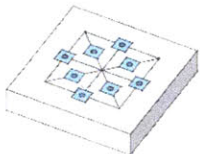
Accommodating diversity within the cluster requires an organizational system that provides definition for unique features while simultaneously uniting workers. The following three-level hierarchy provides a way accomplish this: (1) Activity Hubs, (2) Theme Clusters, and (3) Work Practice Zones.



The Activity Hub is the highest level of site organization; it acts as a central place for public life in the cluster, hosts major shared amenities, and accommodates a wide variety of social, cultural, and productive functions. Major circulation corridors connect the hubs.



The Theme Cluster is a grouping of tenants based on an industry, mission, or values, and is located between Activity Hubs. Organizing workspaces into groupings of related, but not identical, tenants supports the creation of networks and physically co-located communities of practice, and aims to increase the opportunity for collaborative work. It also affords an opportunity to create a 'brand' within the cluster based on its industry or unique vision.



As the smallest scale of organization, the Work Practice Zones are located within each Theme Cluster. These are intended to promote a variety of work practices, including physical and cultural contexts, tools and spaces, and training and technology. A single Work Practice Zone includes a range of spaces designed to facilitate specific types of work tasks.

Moving to successively smaller scales, the hierarchy is nested and self-similar ('fractal'). The theme clusters and work practice zones also contain their

Hierarchy Level	Purpose	Elements	Example
1. Activity Hub	Create central activity and amenity hub to serve as organizing feature and focus of cluster social life.	Shared amenities	Office supply, printing, bindery
		Public open space	Plaza, garden, green space
		Events and cultural	Exhibition and arts venue
		Entertainment	Work clubs, dining, drinking
2. Theme Cluster	Physically group users to encourage formation of collaborative relationships.	Organized by theme	Design and creative production
		Specialized facilities	Fabrication lab, studio, gallery
		Café	Coffee shop/work cafe
3. Work Practice Zone	Enable users to manage brief interactions, awareness, and collaboration ³	Collaboration	Pods, informal group spaces
		Individual concentration	Quiet zones, private office
		Non-territorial mobility	Hotdesking

own circulation spines, centers of activity, formal and informal interaction space, and productivity and social areas. Each Theme Cluster will have distinct needs, so it is necessary to carefully assess which spaces are needed in different work practices. By providing spaces that allow users to manage interactions and interruptions, Work Practice Zones enable workers to be proactive in choosing the proper setting to enhance their productivity on a given work task. The above table briefly summarizes the purpose of each level of hierarchy, provides several key elements, and offers examples of different types of space.

Connectivity, Openness, and Gradients

The cluster will place a much larger amount of shared space within reach for individual and small business tenants. Just as with individual shared workplaces, the cluster will benefit from open-format shared work areas, providing glimpses into the work that is being accomplished within each part of the cluster. This occurs both across a floor and among levels, exposing a three dimensional ‘matrix’ of work by cutting open interior floor plates and using transparent materials. These spaces can create nodes along a circulation system that connects each area of the cluster. Public access is a hallmark of the Activity Hub, but not all spaces should be accessible. As users move through the hierarchy, work environments can become increasingly private, accommodating the need for professional environments and individual work. Public spaces provide more opportunity for informal interaction, and behind

them are spaces for more formal meetings, conferences, and exchanges. In this way, the cluster expresses *gradients* of activity, access, and interaction.

Distributed Facilities and Amenities

The cluster scale allows specialized facilities and amenities to be shared over an even greater pool of users, as well as potentially enabling cluster managers or outside businesses to offer new types of shared features, such as public galleries, exhibition spaces, and prototyping laboratories. All types of shared features can be located along circulation corridors and along the public/private interface, both at and above ground level, helping create permeability. Further, social functions can be located in high traffic areas for greatest access. Distributing these features helps create movement through the cluster, increasing serendipitous interactions. However, not all types of shared tools and spaces should be located along the core spine; printing stations, meeting and conference rooms, and coffee stations, for instance, should also be located within individual work practice zones to ensure workers can easily access frequently-used resources.

Recombination and Agility

The cluster is not just an opportunity to create affordable office alternatives for individual freelancers and small businesses. It can also be designed to accommodate larger companies and those with variety of institutional arrangements, profit motives, public and private activities, and hybrids of new collaborative workplaces. Just as the 'agile' corporation aims to have the resources and spaces it needs on-demand, shared spaces should be designed to allow businesses and Theme Clusters to grow and evolve as necessary. Recombination not only eliminates the need for a variety of costly amenities (such as cafeterias and major meeting spaces) and increases space efficiency, but it also provides a more porous boundary of a company's dedicated space, allowing it to expand or contract as necessary. The result is that each floor within the theme cluster might be organized into different combinations of large and small tenants.

Manageable Size

Creating a collaborative work cluster presents the challenge of achieving scale while avoiding anonymity (and therefore negating the community aspect).

Summary of Design Principles

Site hierarchy	<ul style="list-style-type: none"> Organize cluster around a three-level hierarchy: <ul style="list-style-type: none"> Activity hubs Theme clusters Work practice zones “Nested” spaces enable multiple types of work and activities throughout.
Connectivity, openness, and gradients	<ul style="list-style-type: none"> Connect and facilitate communication among different levels of hierarchy using multiple scales of circulation paths. Use transparent materials and interior volumes and atriums to open and organize space within the cluster. Create gradients of uses, between: <ul style="list-style-type: none"> Productive and social activities Individual and collaborative activities Public and private activities Formal and informal activities
Distributed facilities and amenities	<ul style="list-style-type: none"> Create permeable realm by linking shared facilities and amenities along circulation paths/spines. Locate social functions in high traffic areas. Frequently used amenities should also be located in work practice zones.
Recombination and agility	<ul style="list-style-type: none"> Combine workplaces of different sizes and institutional arrangement, e.g.: <ul style="list-style-type: none"> Corporate, small business, individual Existing and new collaborative shared workplace prototypes For-profit, nonprofit, foundation/charitable Public amenity, retail, services Residential Offer space in new forms, on a finer scale; the traditional, single-use office building need not be a constraint. Design with flexibility in mind to allow businesses to grow in place. Combinations can be opportunistic, varying by floor, zone, and theme.
Manageable size	<ul style="list-style-type: none"> Organize cluster into smaller “communities” within hierarchies to maintain manageable member networks on a daily basis.

While there is wide variety in the size and format of collaborative workplaces, even the largest operate on the scale of hundreds of tenants, not thousands, and many have fewer than 100. Although the hierarchy helps break the cluster into smaller pieces, even work theme zones may need to be broken into comprehensible parts or communities.

Applying the Guidelines

To help illustrate the intent of these guidelines, this section explores the potential design of a shared workplace community using an existing project, called 5M, as a starting place. The site is in San Francisco’s SoMa district

at 5th Street and Mission Street, the site of the San Francisco Chronicle building, owned by Hearst Corporation. The project is an excellent opportunity to apply the guidelines because it is advantageously located, is underutilized, and the site's owner is currently working with a developer to create an innovation district with similar goals to the collaborative work cluster. Located adjacent to both San Francisco's major retail shopping district and its financial district, the site covers four acres and includes several large buildings and large surface parking lots, despite being located just one block from local and regional transit. The site is on the edge of the central business district, where it transitions from high-density to lower-density, and has significant additional development capacity; the current maximum zoned floor-to-area ratio for some parcels in the site are 5.0. The district has also seen recent investment as business activity spreads from downtown, including the 2008 construction of the \$200 million InterContinental San Francisco hotel adjacent to the site.⁴

Existing Project Context

As the San Francisco Chronicle's staff has shrunk in recent years, Hearst engaged property developer Forest City to help envision a new future for their property at 5th Street and Mission Street. The current strategy involves developing a *creative innovation district*, embodying many of the values of a collaborative community workplace. Given the site's location and development pressure from the financial district, as well as Soma's role as a hub for shared workplaces, the project is well primed to capture the benefit of a cluster and is already underway. Without any new development, three tenants anchor the project: the Hub, a next-generation coworking space with a network of locations around the world; TechShop, a creative workshop space; and Intersection for the Arts, a local arts organization. According to Shannon Loew, a consultant helping Forest City with the project, the next phase will bring significant changes to the site,⁵ but thus far no construction has taken place. This provides an opportunity to apply the cluster principles in a realistic project context but without creative restrictions.

Design Concept

Creating a collaborative work cluster on this site will require significant new construction, but the cluster should retain existing buildings of historic character. Although the site is four acres, it is divided into five areas by two small streets (Minna and Natoma Streets) and an alley (Mary Street), all of which are accessible by vehicle. By converting Mary Street, as well as Minna

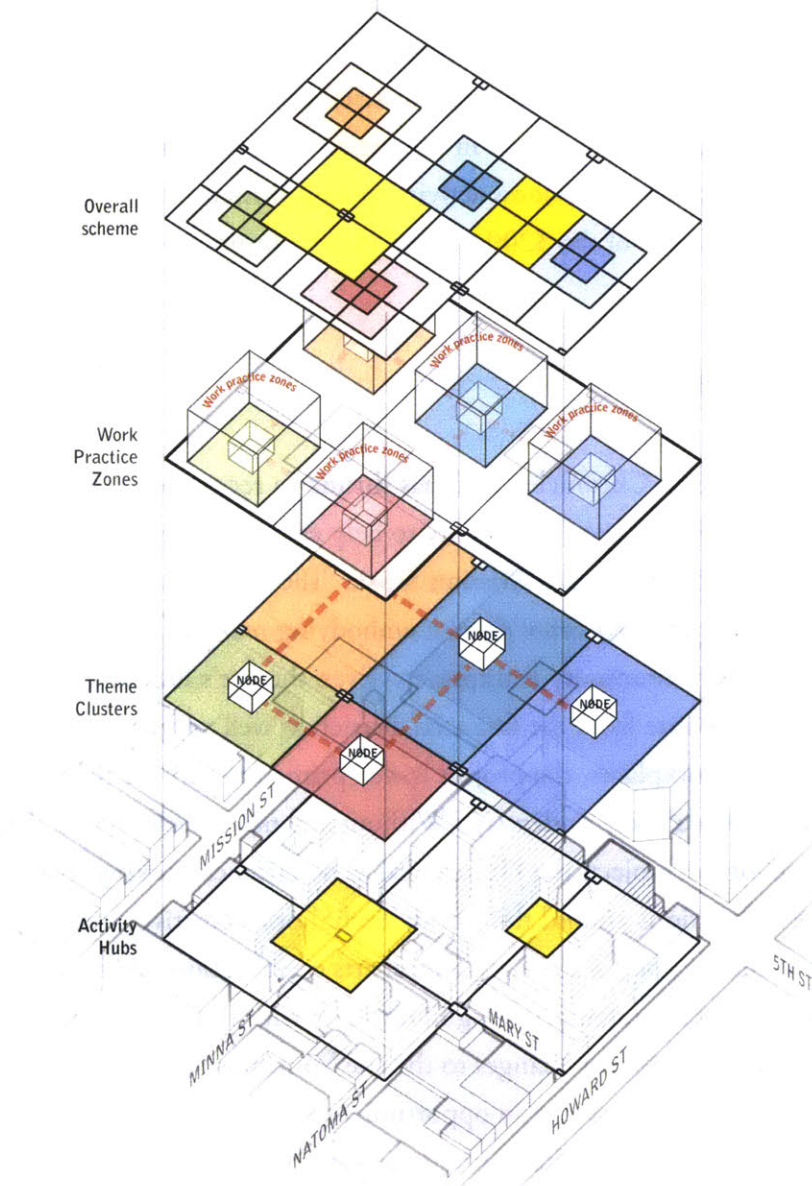


Figure 30: Cluster Design Hierarchy. Source: Author.

Street between 5th and Mary Streets, to pedestrian-only circulation, replacing existing parking lots with new development, and renovating or replacing other buildings on the site, there is an opportunity to create a unified cluster. Figure 30 illustrates the proposed site hierarchy, while Figures 31 and 32 depict the current site and a conceptual massing scheme for the new cluster.



Figure 31: Existing Site. 5th Street and Mission St. Source: Bing Maps.

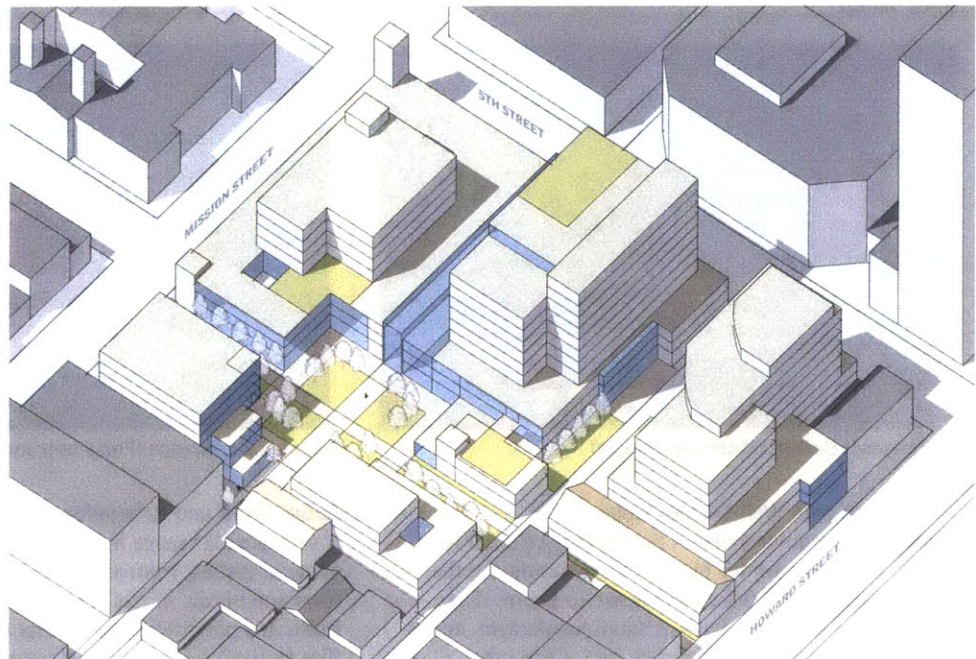
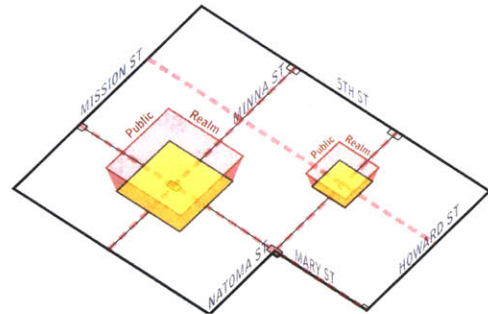


Figure 32: Conceptual Cluster Massing. Source: Author.

Activity Hubs

There is a suitable location for a major activity hub at the intersection of Minna and Mary Streets, in the interior of the block and adjacent to the existing Chronicle building. A second, smaller activity hub would be appropriate on Natoma Street between Mary Street and 5th Street. These would be linked by a circulation spine, and would accommodate the cluster's major public amenities and



Activity Hub Precedents

South Park, San Francisco, CA



Source: Author

Bryant Park, New York, NY



Source: Flickr user Tigermuse



Source: Adam Buchen (Flickr user pargon)

Public Green with Well-Defined Edge

A public, rectangular green in San Francisco's SoMa district, this was a center for tech start-ups during the late-1990s/early-2000 technology sector boom. The park contains a central plaza, a small jungle gym, and is surrounded with retail, restaurant, and office uses.



Source: Taku Kumabe (Flickr user smaku)

Active Work and Relaxation Spot

A very popular space in Midtown Manhattan, this park hosts many activities, from a carousel and ice rink to a public lawn and plaza. It has refreshments and shops in the park itself, and plays host to a variety of programming, such as film festivals and music performances. The park is wireless internet enabled.

facilities. The larger hub would include public open space, such as a plaza or lawn, and would be connected to the edges of the block at Mission and Howard Streets. This public space would be an amenity in itself, as well as providing event space for both productivity-related (team building exercises, trainings, demonstrations) and public-oriented (art sidewalk sales, farmers markets, other pop-up events) programming. Complementing this space, the ground floor uses surrounding the plaza would include retail and services, eating and drinking, a gym, gallery and exhibition space, and other public uses. The activity hubs would also enable productivity at the edge of the public realm in large group meeting facilities, work cafes, and ad hoc outdoor spaces. There is an opportunity to capitalize on the site's location adjacent to a major retail destination (the Powell/Union Square/Westfield Mall shopping district) by drawing visitors and shoppers. The public realm would extend

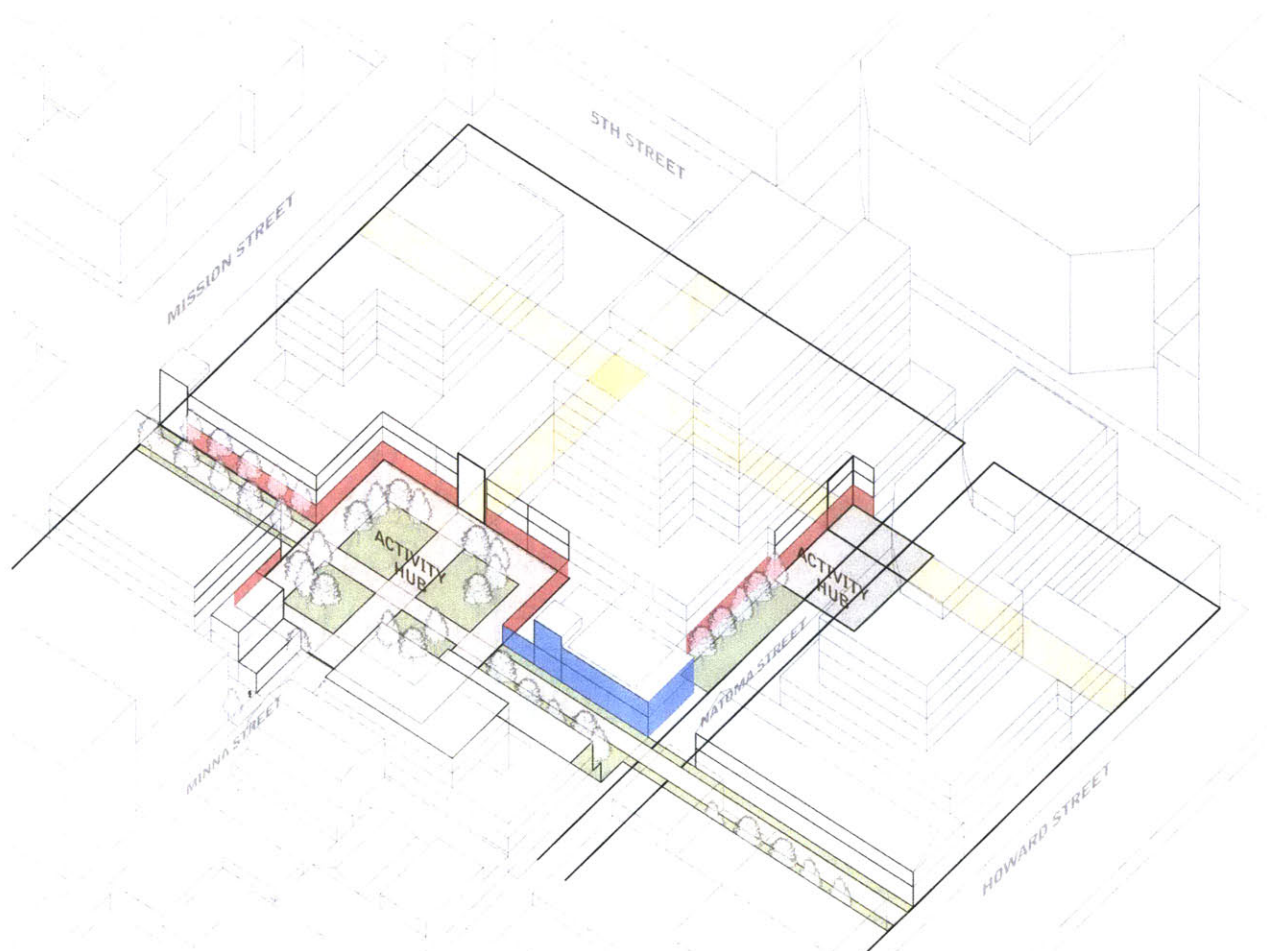
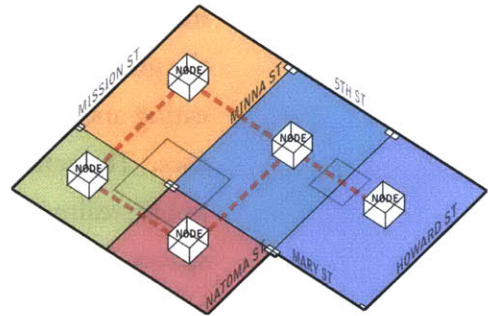


Figure 33: Schematic Activity Hubs. Source: Author.

along the circulation routes and connect to the larger exterior streets, helping to invite visitors into cluster. Figure 33 illustrates the activity hub concepts.

Theme Clusters

Each of the five subdivisions of the site can serve as theme clusters, home to different groups of tenants. The theme clusters are established based on shared visions or themes, and represent both physical and psychological closeness for tenants. One theme cluster might focus on sustainability, another on social enterprise, a third on new media and web technologies, and so on. Each will contain shared



Theme Cluster Precedents

MIT Infinite Corridor

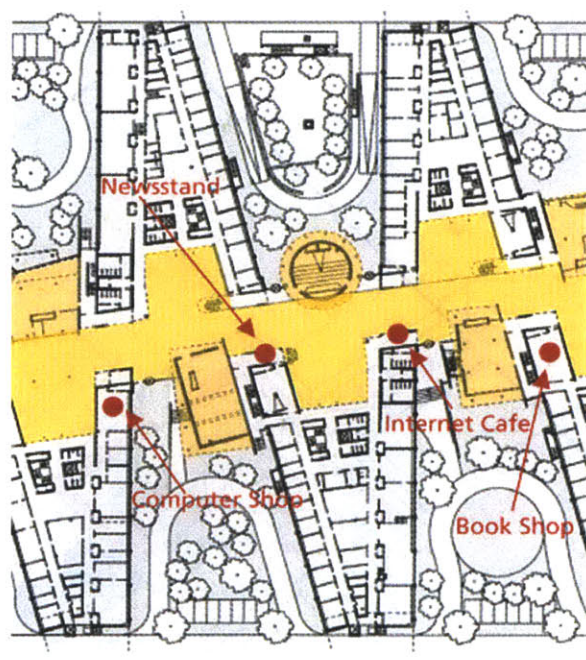


Source: Author

Corridor with Nodes

This is the main corridor spine traversing MIT's academic campus—on multiple floors. Corridor intersections and lobbies serve as moments of pause and host activities, such as group information tables, cafes, work zones, and meeting rooms.

Technical University of Munich



Source: Allen and Henn (2007)⁶

Interior Street with Theme Clusters

Seven university institutes are located along this interior street. Amenities located on the street include public space, atria, relevant shopping, dining, presentation space, and classrooms.

facilities, dedicated work areas, and specialized facilities as needed. They would be connected to the activity hubs by the circulation spine, along which each would have an atrium, or 'node,' to create an interaction zone, showcase relevant tenant work, and stimulate a sense of identity. The node would create a memorable place for visitors, expanding the corridor into a multi-story atrium and creating a significant, three-dimensional space. It would be a place for pause and serve as a front door for theme cluster tenants. Further, the nodes would serve as loci of shared productivity amenities and visitor reception, and would be differentiated by the types of activity they host; the colors, materials, and furniture used; and the way in which they communicate and interact with the public (e.g. reception, information displays). Figure 34 depicts theme cluster locations.

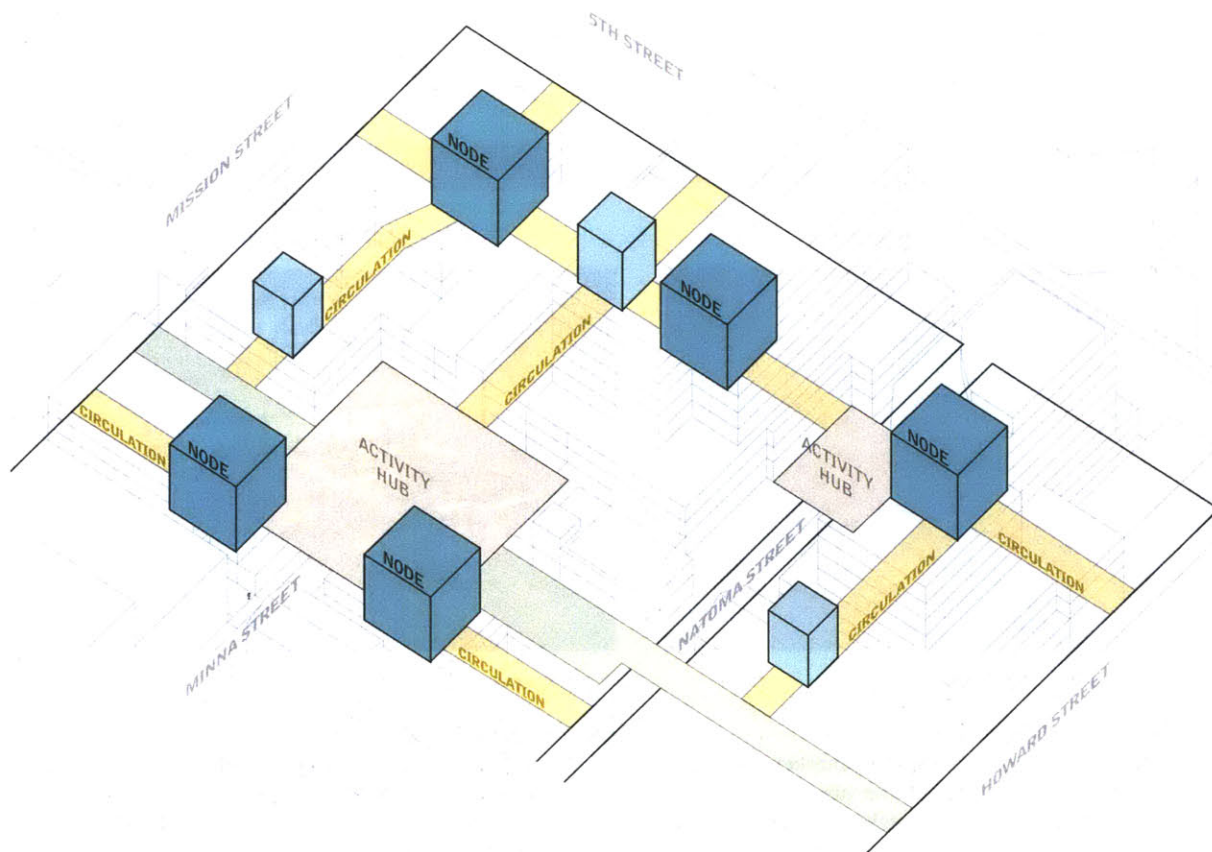
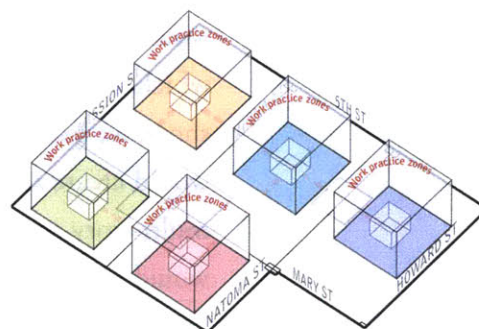


Figure 34: Schematic Theme Clusters. Source: Author.

Work Practice Zones

Within the theme clusters, work practice zones offer each cluster a variety of work environments to match the needs of specific work practices. The zones offer the local context (social conventions, tools, amenities, and resources) that help form complete work practices, and are present throughout the collaborative work cluster. The zones would encompass a wide range of public and private productivity areas for tenants. These would include, but not be limited to, ad hoc outdoor spaces and cafes; informal work nooks, corners, couch clusters, kitchens, small coffee and snack ‘refreshers’; collaborative bullpens, hotdesking zones, and group desk ‘pods’; small and large conference and meeting rooms; shared offices; ‘telephone booth’ desks; ‘hot’-offices (reservable by the hour, day, or week); quiet zones and floors; and dedicated private offices. In order to enable a holistic work practice, however, a space operator must also offer a complementary set of



Work Practice Zone Precedents

San Francisco Ferry Building



Source: Elke Sisco (Flickr user elkit)

Merging Public and Private

The main floor is a bustling interior food market “street,” connected to a public waterfront promenade and ferry terminal. The site hosts a popular weekend farmer’s market as well. Meanwhile, the upper floors house private office tenants.

MIT Media Lab



Source: Author

Opening the Work Matrix

The Media Lab uses several double-height cube volumes to organize flexible work zones across multiple levels. The building has a spacious atrium and gallery, and includes formal and informal workspaces, classrooms, presentation halls, a “café” area, dedicated labs, and professors’ offices.

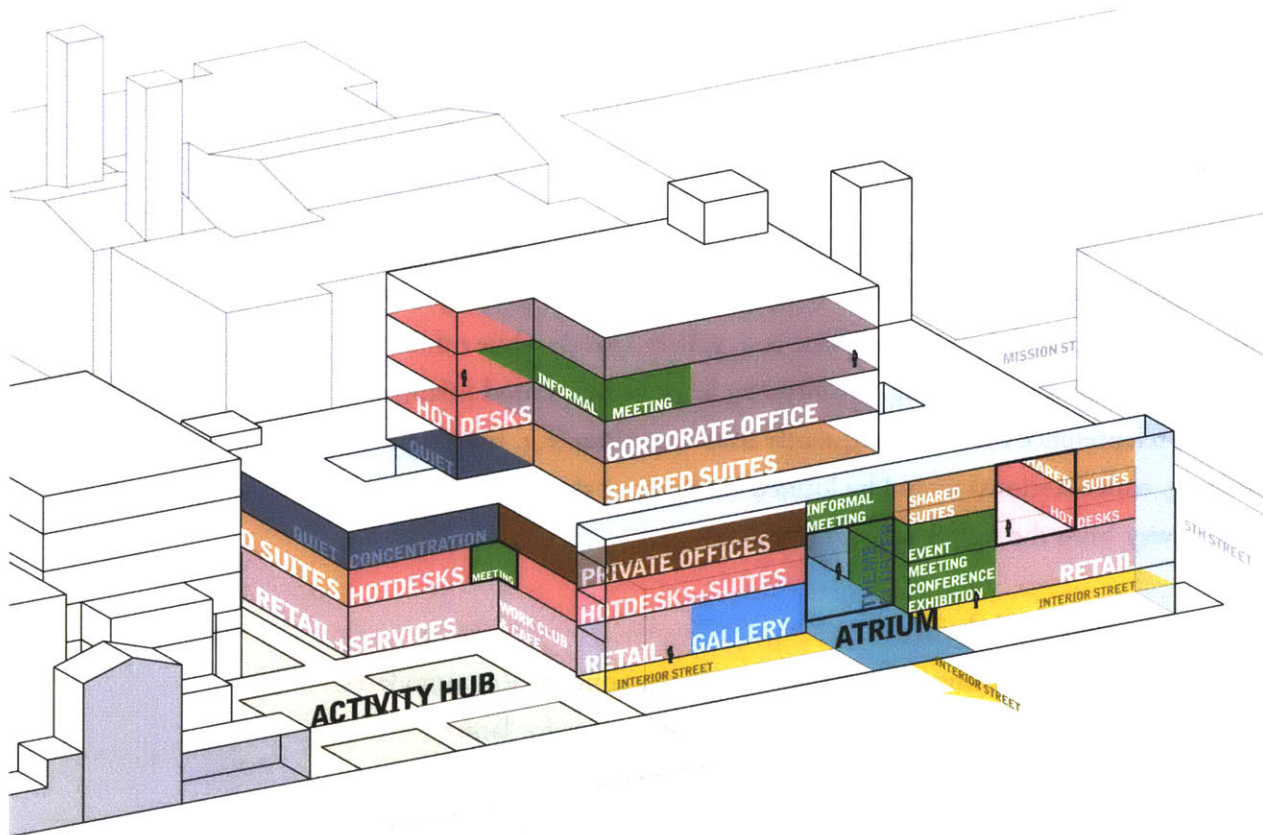


Figure 35: Schematic Work Practice Zones. Illustrates the complex 'matrix' of work inside one cluster building. Source: Author.

support functions and programming (including education/training, event programming, networking, and technology) as appropriate for each theme cluster. Figure 35 depicts how work practice zones could be arranged in one building.

Connectivity, Openness, and Gradients

The circulation spine and theme nodes would connect the district and link public and private zones. The internal street would mimic the activity and vitality of a city street by locating engaging and interactive amenities along its length. These amenities would attract visitors and tenants alike, the latter to circulate and interact. Semi-private spaces, such as cafes, a gym, galleries, and meeting rooms, would be available to the public for a fee. Glass walls and interior volumes like the atria would open the space and create sight lines

across different working areas. The edges of work practice zones interface with the public zone, not only visually but also through shared amenities.

Distributed Facilities and Amenities

The concept calls for locating social functions in high traffic areas, whether public or private. Some specialized facilities are targeted at the larger community to establish an active place (e.g. gallery space), while others are for tenant productivity (e.g. prototyping laboratories, sound mixing studios, telepresence rooms). Frequently used amenities (e.g. meeting rooms, printing, coffee stations) would be located throughout the work practice zones, away from the public activity hubs.

Recombination and Agility

In addition to small businesses and individuals, the concept accommodates larger businesses in consolidated work areas. Even spaces for larger companies would be designed to be integrated into the theme clusters and would use shared amenities. Further, these spaces could include shared work zones to accommodate individual collaborators.

Manageable Size

The site hierarchy divides the space into more intimate groups of tenants based on the type of work they pursue. However, shared workplaces often operate on an even smaller scale, with many using under 10,000 square feet. The theme clusters would be broken into smaller portions based on communities of practice, working groups, shared interests, or shared projects. This would provide a flexible structure within which tenants could organize based on a variety of different levels, but would not be permanently forced to locate together or stay in one space. This addresses the need for cross-collaboration among teams, across organizations, and over practice boundaries, but does not require long-term isolation from one's home base community. Fundamentally, in a flexible work situation, it is important for this home base to exist as an option for those who use the space frequently. However, to enable the benefits of deep collaboration, teams must be able to access dedicated space, even if it is only for a few hours, days, or weeks. The schematic design is illustrative; in practice, the various elements and their locations would be more fluid. Individual pieces might move, expand, or

contract over time, based on the needs of tenants. However, it is important to have a physical framework that can accommodate these changes while keeping the overall structure and relationships intact.

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6

Concluding Remarks and Next Steps

The Push Toward Collaborative Workplaces

Broadly speaking, the ways we work have always had consequences for where and how we live, the neighborhoods and cities we build, and the regions we connect. From the mill and company town to Main Street and the Central Business District, as work changes, so to do the ‘ideal’ forms of development. Similar to our shift from trades to industrial manufacturing, today’s shift to a knowledge- and information-based economy will no doubt have an important impact on both cities and suburbs. The contemporary office building looks much different from that of a century ago, and the growth of ‘edge’ and ‘edgeless’ cities is proof that companies have explored different locations for their businesses based on evolving values, costs, and transportation accessibility.

In contrast with business approaches dominant since the industrial era, one essential aspect to this shift is the changing relationship between corporations and their employees. No longer plying workers with benefits to induce their loyalty, corporations have renewed their efforts to increase productivity and streamline operations, with increasing zeal since the 1970s. Of course, productivity, and therefore economic welfare, has long been an important topic in the business and economic development fields. Business management experts and visionaries contemplate ideal corporate structure, business communities, and maximum efficiency and productivity in office spaces on an ongoing basis. Economic development experts have devised strategies for improving productivity, such as education and training, career ladders, business incubation, and industry clusters.

With advanced communications technology, corporations can both outsource significant portions of their business as well as shift workers out of a permanent office setting. Just as Handy predicted, business continues

a seemingly inexorable move toward the Shamrock corporation, separating the ‘essential’ core employees from the ‘contractual fringe’ and on-demand workforce. This has been widely seen as a way to cut costs by reducing permanent employment rolls (and therefore benefits overhead); paying contractors for work completed, not necessarily time spent (shifting the burden of cost-overruns); and reducing the square footage of required office space. Although many businesses are not yet pursuing this strategy, the number of contingent workers in the United States is projected to continue rising.

The alternative viewpoint is that the tastes and preferences of office workers are changing, with more emphasis on flexibility and lifestyle, and this is helping drive corporations—enabled by digital technology—to offer more flexible workplace options in an effort to attract top talent. Certainly, this may be the case for some (such as the prototypical Silicon Valley Internet company), but it is not the only driver of work trends. While some workers clearly benefit from flexible work arrangements, others have been forced out of the stable arrangement they desired.

The underlying impact is that newly independent workers find themselves in a situation for which they have not been prepared: the need to structure a coherent work practice and to rebuild a suite of benefits to which they are no longer entitled through their work. The past decades have revealed a number of imperfect solutions to this problem, from the home office to the coffee shop. Further, shifts in corporate structure have prompted work futurists to suggest that new work associations could give structure to work and replace some lost benefits.

In any case, this shift in work assignments and institutional arrangements suggests that workers today must be *pro-active*, or entrepreneurial. Rather than being assigned work tasks, individuals must increasingly seek out work and arrange settings and tools to boost their productivity. Work has to take place *somewhere*, of course. Architect and urban technology theorist Bill Mitchell noted in 2005 that wireless Internet and laptop computers “enhance the potential of every sort of space to support intellectual activity, ...” (102).¹ However, as mobile work has increased, it has become clear that the

independent or mobile worker is not just an itinerant nomad that can expect to be productive in the most efficient or fulfilling manner no matter where what the setting.

Writing the Future Story

The collaborative community workplace is an attempt to address the new needs of today's workers small businesses. It offers a home base, a professional and social environment, technology and training support, and can lend structure to work practices. It also helps reduce the costs of doing business by helping workers achieve economies of scale. Although innovative entrepreneurs helped drive the formation of these spaces initially, today they appeal to a much wider set of industries, from law to the arts.

Collaborative workplaces take many forms and are located in a variety of settings, but by and large they have chosen central, high-amenity, high-accessibility locations, in contrast to recent suburban office developments. This is due to an accessibility and scale mismatch; after all, a 5,000 square foot shared space cannot lease an entire office park, and requires a central location to ensure it reaches a broad market of tenants. However, as described in Chapter 5, the collaborative workplace cluster provides one interpretation of how multiple workplaces could be aggregated, incorporating the concepts of workplace portfolio and communities of practice, and co-locating large and small firms so that each can benefit from the other. It combines ad hoc spaces with more formal productivity spaces because being mobile does not mean a worker cannot have a home base, work community, or identity.

The result is a new way in which work can impact cities and neighborhoods. The work cluster proposal is an attempt to open a conversation about how to accommodate individual collaborative community workplaces in the urban fabric, how best to integrate them into the work landscape, and how to maximize the productivity, personal benefits, and professional growth of individuals and small businesses. It is not only connected to industry networks, it becomes a node in and of itself.

At just four acres, the cluster described in Chapter 5 is much larger than an individual workplace, but much smaller than some existing projects being undertaken by cities and developers. Just as the cluster is a composite of smaller nodes, it can also fit within the framework of a larger industry cluster, such as Boston's Innovation District. Mayor Thomas Menino hopes to use the project to stimulate investment in the South Boston waterfront. The Innovation District is an approximately 1,000 acre project that aims to attract innovative work clusters, offer business incubation, build flexible housing, and provide the public infrastructure and programming to foster an innovation 'ecosystem.'² Singapore's one-north is another example of a large industry-based project. At nearly 500 acres, one-north will accommodate biomedicine, information technology and engineering, and media clusters.³ Finally, although not related to a particular project, San Francisco Planning and Urban Research (SPUR) issued a policy brief in 2009 that argues that it is time to pull jobs back into San Francisco because the central business district offers key economic benefits, including a concentration highly collaborative service businesses, and is the most environmentally sustainable type of employment center from a transportation and energy perspective.⁴

These examples demonstrate that cities are already interested in capitalizing on the knowledge and innovation economy. Collaborative workplaces are an emerging and growing phenomenon that can help accommodate new ways of working, be part of an innovation cluster, and enable the development of professional and social networks that facilitate the development of new ideas, products, and services. Exactly when, where, and in what manner this will happen remains unclear, but thus far, these workplaces have predominantly chosen to be in or near business districts that can support the transportation and amenity needs of increasingly mobile workers. Creating high quality, distinctive work clusters is one strategy to pursue as cities compete for knowledge workers and innovation industries. As a result, urban design, activities, and programming in and around productive districts will be increasingly important. The collaborative work cluster is one way to fill the needs of this new market, which until recently did not exist.

Challenges

Applicability and Interest

Where collaborative workplaces can be successful is one important question that has not been fully answered. Is this a phenomenon that will be successful in places other than San Francisco, New York, and Denver? Many collaborative workplace prototypes exist in cities with significant knowledge-based and creative economies; these cities are on the receiving end of global flows of talent. Mitchell (2005) proposes that cities like Boston, Denver, San Francisco, and San Diego, among others, are so-called ‘brain-gain’ locations, providing the pleasant environs, high quality of life, cultural and educational institutions, and reputations for tolerance that knowledge workers desire.⁵ Richard Florida (2008) agrees, arguing that place is far from irrelevant; rather, innovation, creativity, and talent are concentrated in certain locations, and people choose where to live and work based on the package of benefits offered in a given place (invoking economist Charles Tiebout’s 1956 work). Florida argues that talented workers must locate in cities with other talented people in order to be part of accelerated “economic evolution” resulting from innovation clusters.⁶

It is no surprise that the new generation of shared workplaces is most concentrated in cities like San Francisco and New York, where there are highly skilled knowledge workers in innovative industries. However, there is interest in shared collaborative workplaces across the country. Coworking and shared multi-tenant centers exist across the country, from Austin, Texas to Burlington, Vermont, and from Spokane, Washington to Lexington, Kentucky.⁷ This speaks to the broad applicability of these workplaces; while talent may benefit from clustering in cities like New York, workers in numerous industries are located across the country and can benefit from shared productive space. However, locating in central business districts would logically provide greater accessibility and benefits to a stable community of collaborators, even in a smaller city. As the number of distributed and independent workers grows, smaller urban markets and suburban locations may become more viable.

Another important question is whether the growth of collaborative workplaces is a result of the current economic recession. It is beyond the scope of this thesis to fully address this question, but based on the evidence of a shift in thinking regarding business management practices, the recession is not the underlying impetus for growing interest in shared workplaces, though it likely has exacerbated the number of contingent workers today. Corporate restructuring has not happened overnight, and will continue to occur, but even if some full-time employment in knowledge industries is restored, it seems unlikely that we will return to previous levels. Further, not all users of shared workplaces are independent; many also work in small firms, are distributed employees, or operate as a 'satellite office' for their company.

Finally, if the movement toward collaborative workplaces is cresting the horizon, how can we bring a diverse set of stakeholders together to make the cluster or district scale function for a broad set of industries? The collaborative work cluster attempts to re-connect work with specific places and social contexts in order to provide workers a home base, if not a full-time, permanent solution. It will take a paradigm shift to convince larger companies to trade their private offices for shared facilities. Perhaps companies can start with experimental outposts in these clusters as one asset in their workplace portfolios. Much as we have seen in the development of collaborative workplaces, the transition process will require experimentation from all parties involved, and will no doubt take some muddling through to determine best practices. Cluster approaches may differ based on industries, lifestyles, and demographics.

Longevity

Even given growing interest in collaborative workplaces, there is some evidence that space operators may face challenges beyond simply establishing themselves and building a tenant base. Some older spaces have been forced to move at the expiration of their original lease due to the particular vagaries of the local real estate market. As prices and space requirements change, operators may not always have access to prime locations. Without ownership or long-term contracts (which operators may not have the financial backing to obtain), are collaborative spaces

destined to move about the city, filling office vacancies as available? Ultimately, even if this is the case, it is not all bad news; it is a step toward the *agile city*, with real estate being occupied on-demand and as available, increasing overall space efficiency. However, as Chapter 5 argues, there is value in deliberately aggregating collaborative workplaces into a cluster.

Areas for Further Research

The purpose of this thesis was to explore the drivers of growing interest in shared workplaces, the benefits shared workplaces can provide, and explore how shared workplaces could impact the city by proposing design guidelines for a shared work cluster. However, there are several other avenues worth exploring in order to form a more complete story and create a strategy to move forward. These include a more precise understanding of who can (or should) drive the process of developing collaborative workplaces, creating ownership and funding structures, and more carefully measuring the market for shared workplaces.

Who Drives the Process

Many stakeholders must be involved in the process of developing collaborative workplaces. Real estate developers and landlords have begun showing interest in this format, but the question remains: if they want to operate a workspace, how will they deal with the uncertainty of flexible tenancy? There are examples of landlords exploring new business models. In one instance, a landlord is offering a building to a space operator for free initially, but taking a percentage of subtenant revenues as the space fills. In exchange for bearing uncertainty early on, the landlord is repaid by receiving a slightly higher-than-average effective lease rate. Even still, the collaborative workplace is about work practice, diversity, and service, and property owners and developers will either need to learn how to best offer these attributes or partner with space operators instead.

Other actors include city hall, city planning, redevelopment agencies, economic development agencies, business districts, and even venture capital firms. How can zoning accommodate this new type of fine-grained mixed use? How can collaborative workplaces be integrated into innovation clusters? How can the vision for initiatives like Boston's Innovation District be sustained through changing city leadership? As the economy continues to be restructured around a contingent workforce, local, state, and federal governments will have to respond by addressing the increased burden on individual workers, particularly regarding taxation.

There is also an opportunity to capitalize on the vast resources that educational institutions have at their disposal. Universities and colleges can be important contributors to networks and communities of practice, helping to expand the boundaries of knowledge, improve processes, and refine practices. Further, some, like MIT, have a wealth of experience (whether or not explicitly) in ad hoc, on-demand workspaces that could be studied and evaluated. Finally, many educational institutions have played direct roles in revitalizing and investing in local development projects. The Boston Innovation District is hoping to attract educational outposts from the region's numerous institutions to help drive innovation inside the district, capitalizing on the area's vast education infrastructure.

Funding and Ownership

It will be important to explore collaborative workplace business models to identify financially viable strategies. Many spaces that exist today have managed to attract angel investments, self-fund, or leverage grant monies from economic development agencies. Cities are intensely interested in business incubators, and one need only look to WeWork Labs to see that incubators are converging with the shared workplace model. Numerous other organizations have stepped forward to support spaces, from private companies to business districts, and from law firms to communications agencies. The question is whether these investments will produce a business model with a positive cash flow that can survive independently after its initial capital is exhausted.

This cobbling together of resources will likely not be sufficient for widespread adoption of shared workplaces. Space operators are beginning to talk about options such as equity investment in tenant businesses in exchange for physical space, much like a venture capital firm (and there exists at least one example of a venture capital firm that operates a hybrid collaborative workplace). Further exploration of these business models is warranted, but this speaks to the need for a multi-pronged approach, not just to the types of workspace offered, but also the scale on which development occurs. Large projects are appealing because they can create a significant agglomeration and critical mass of shared work, spreading the costs (and benefits) across many tenants. However, the reality of development in most cities means that this may require a piecemeal approach, likely resulting in a less contiguous cluster that may be developed over time.

Measuring Trajectory and the Market

Finally, although space operators do not seem to be having trouble attracting tenants thus far, site visits to shared workplaces did not reveal a precise definition of market. As the number of options grows, it will be important for spaces to not only be differentiated from one another, but also to develop a better understanding of the potential market of tenants and growth in the number (and square footage) of workplaces. As noted in Chapter 2, these measures may be difficult to develop, as they depend both on independent contractors and small businesses, the types of work being done, and the degree to which employees larger firms are distributed or can work outside the main office. Nevertheless, market data will be an important input for real estate models, even if new models are necessary for this type of space. To complement the evaluation of potential market, it will also be necessary to evaluate how much of this potential market is being served, the number and trend of each workplace typology, and where spaces are located.

Closing Remarks

Meanwhile, we are only a short way into the journey of collaborative workplaces. Despite underlying shifts in work trends over the last several decades, many of the prototypes emerging today have a short history. The growth of an industry of space operators is complemented by interest from numerous private, nonprofit, and public organizations and agencies, from Internet technology firms to city economic development agencies. Given the rate of experimentation and evolution to date, it is possible that the types of shared workplaces existing ten years from now will be very different from what we see today.

After developing the body of research for this project, it seems that experimentation in shared workplaces is part of what appears to be a new paradigm for organizing activities in the city. Beyond office space, a larger set of lifestyle, technology, and environmental trends are changing how people use and interact with urban places. Some of these trends include a shift toward *worker mobility*, allowing workers to choose where to work; *leanness* and *agility*, to maximize the use of resources and physical space; *lightweight innovation*, a ‘disruptive,’ open, and efficient approach to idea generation⁸; and *social connectivity*. This new paradigm is characterized by a move toward inclusive land use policy, rather than the exclusive mode that has long guided city activity; a blurring of lines between public and private; and social and physical connectivity, linking people and places using technology.

The common theme among these trends is *sharing*—of office space, of cars, of civic space, of housing, and of resources. Numerous seeds have been planted to make substantial changes a reality over the long term, but the question is how, when, and where they will take hold. On-demand car sharing and personal mobility solutions already exist. Collaborative office space and ad hoc work zones are beginning to provide new activity and make more efficient use of the built environment. Even in housing, tenancy-in-common mortgage structures have already opened the door for reaping the benefits of pooled resources and shared responsibility, whether or not this is how it is perceived. There is also a growing effort to enable the urban environment to sense and respond to changes in how we use cities in real time.

The collaborative workplace is not necessarily the first or the only urban phenomenon that demonstrates these shifts, but it is an important and growing example. It will likely be just one part of a portfolio of workplaces, appealing and necessary for some, but not for others. However, these are not just workplaces, they are also social places, and the cluster offers one way in which these uses can be combined on a fine scale. We have the opportunity now to assess holistic work practice regimes; to understand the space, tools, and people needs we each have; and use these assessments to choose (or invent) the appropriate workplaces to match these needs in the future. If we can be productive anywhere, the physical, social, and professional contexts in which work happens will grow in importance, resulting in a need for higher quality, highly accessible, and amenity-rich places.

Endnotes

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- 4 Terplan, Egon et al. *The Future of Downtown*. San Francisco Planning + Urban Research Association, 2009. Web. 22 Mar 2011.
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- 5 Mitchell, 2005.
- 6 Florida, Richard. *Who's Your City? How the Creative Economy Is Making Where to Live the Most Important Decision of Your Life*. New York: Basic Books, 2008. Print.
- 7 See: Deskmag. "The 1st Global Coworking Study." <<http://www.deskmag.com/en/all-results-of-the-global-coworking-space-survey-200>>. See also: The NonprofitCenters Network. "Find a Center By Location." <<http://www.nonprofitcenters.org/centers/find-a-center-by-location/>>.
- 8 See: Townsend, Anthony. *The Future of Lightweight Innovation: How New Models for Building the Web Will Reshape R&D*. Institute for the Future, 2009. Web. 20 Apr 2011.
<<http://www.iftf.org/LightweightInnovation>>.

A

Appendix: Glossary

Agile, able to move quickly; an agile workplace can rapidly adjust to a tenant's changing space, technology, and talent needs

Alternative work arrangement, work arrangements other than full time employment with one company, including independent contractors, on-call workers, staffing agency workers, and other contractors

Bullpen, open format office area – such an open, central area with desks, but not cubicles

Co-tenant, collaborative workplace typology in which one primary tenant subleases part of a building or unit to other tenants

Community of practice, social learning systems composed of participants from an industry, region, or consortium who must contribute to the community's understanding, build trust as a mutual partner, and be conversant in a 'shared repertoire' of language, routines, and tools (Wenger, 2000)

Compatible industries, industries which may be compatible with shared workplaces; author's definition includes: information; finance and insurance; real estate rental and leasing; professional, scientific, and technical services; management of companies and enterprises; administrative, support, waste management, and remediation services

Contingent, workers with finite or temporary work arrangements

Core workers, the most essential workers with deep institutional knowledge in Handy's Shamrock corporation

Coworking, collaborative workplace typology offering flexible, membership-based office space, typically with multiple tiers of membership and several work settings, such as hotdesks, dedicated desks, shared suites, and private offices

Creative, collaborative workplace typology offering specialized tools and spaces, such as studios, for artists and creative professionals

Distributed worker, a person who is not co-located with other team members/coworkers

Economy sector

Primary, agriculture, forestry, fishing, and mining

Secondary, construction and manufacturing

Tertiary, transportation, utilities, retail and wholesale trade

Quaternary, finance, insurance, real estate, and services

Executive suite, shared workplace offering office space and administrative services, typically without a collaboration emphasis

Flexible labor force, the least expensive part time or temporary workers in a Shamrock corporation

Home base, a consistent, reliable work environment and community

Host, a shared workplace social connector who provides member introductions and plans community building events

Hotdesking, the use of on-demand, rather than permanent, desk assignments

Hybrid, collaborative workplace typology combining attributes of multiple other types

Incubator, shared workplace offering temporary space, business training, and sometimes collaboration and funding to start-up companies

Industry cluster, a geographically co-located group of interconnected companies and institutions in a particular field, linked by commonalities and complementarities (Porter, 2000)

Knowledge work, work using and expanding information and/or expertise, typically associated with the quaternary sector (see Economy sector)

Mobile worker, a person works in many different settings (such as client offices, homes, or in transit), by choice or necessity

Shamrock corporation, a company that outsources significant portions of its work to contract and flexible labor pools

Service industries, defined by the Bureau of Labor Statistics as: trade, logistics, utilities, information, finance and real estate, professional and business services, management, administrative, support, waste management/remediation, educational services, health care and social assistance, accommodation and food services, other services (except public administration)

Telework, aka telecommuting; may occur in many places, such as the worker's home or a remote work center

Work portfolio, a comprehensive set of diverse work experiences that create an individual's unique skill set

Work practice, an integrated conception of work assignments, social and physical context, and support through skills training and technology

Work realms (Myerson and Ross, 2006)

Academy, a campus model with cross-disciplinary collaboration across internal and external networks

Agora, merges productivity with the public realm through ad hoc workspaces in parks, coffee shops, and public transportation

Guild, permeable work community spaces and private work areas that enable new networks of professions to share knowledge and trade expertise

Lodge, connects work and the home, such as live-work spaces